

City of College Park, Georgia

# Annual Financial Budget

for Fiscal Year Ending

June 30<sup>th</sup>, 2014



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

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**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**



**City of College Park, Georgia**  
Mayor and Council



Jack Longino, Mayor



Ambrose Clay, Ward I



Joe Carn, Ward II



Tracey Wyatt, Ward III



Charles Phillips, Sr. Esq., Ward IV

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**



**Annual Budget**

**Approved for the fiscal year ending June 30, 2014**

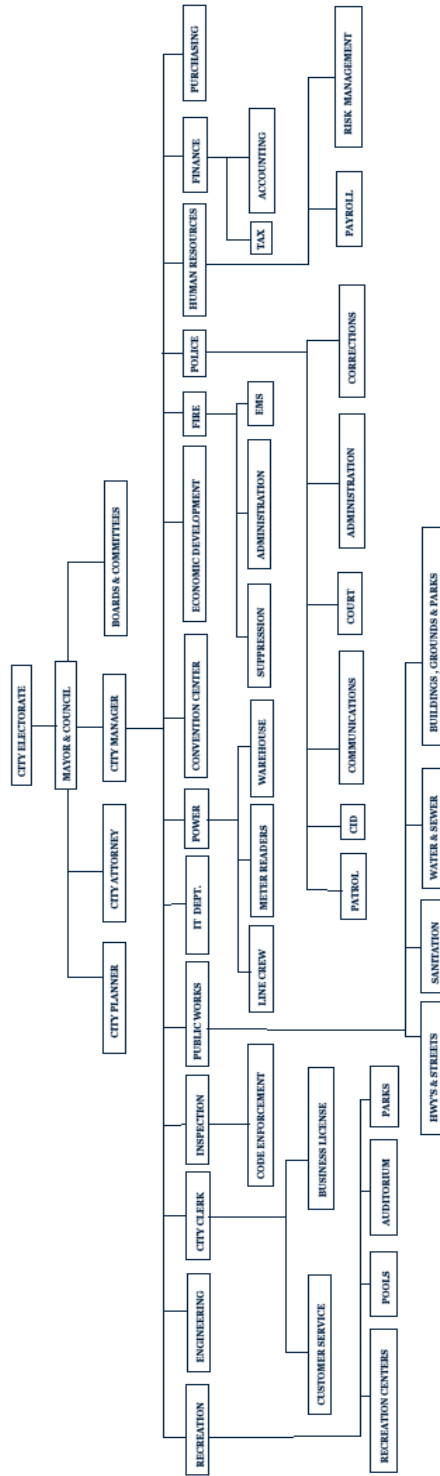
**Terrence Moore, ICMA-CM**  
City Manager

**Richard D. Chess, MBA**  
Director of Finance and Accounting

**Rodrique D. Taylor**  
Utility Accountant

# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

City of College Park Organization Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of College Park  
Georgia**

For the Fiscal Year Beginning

**July 1, 2012**

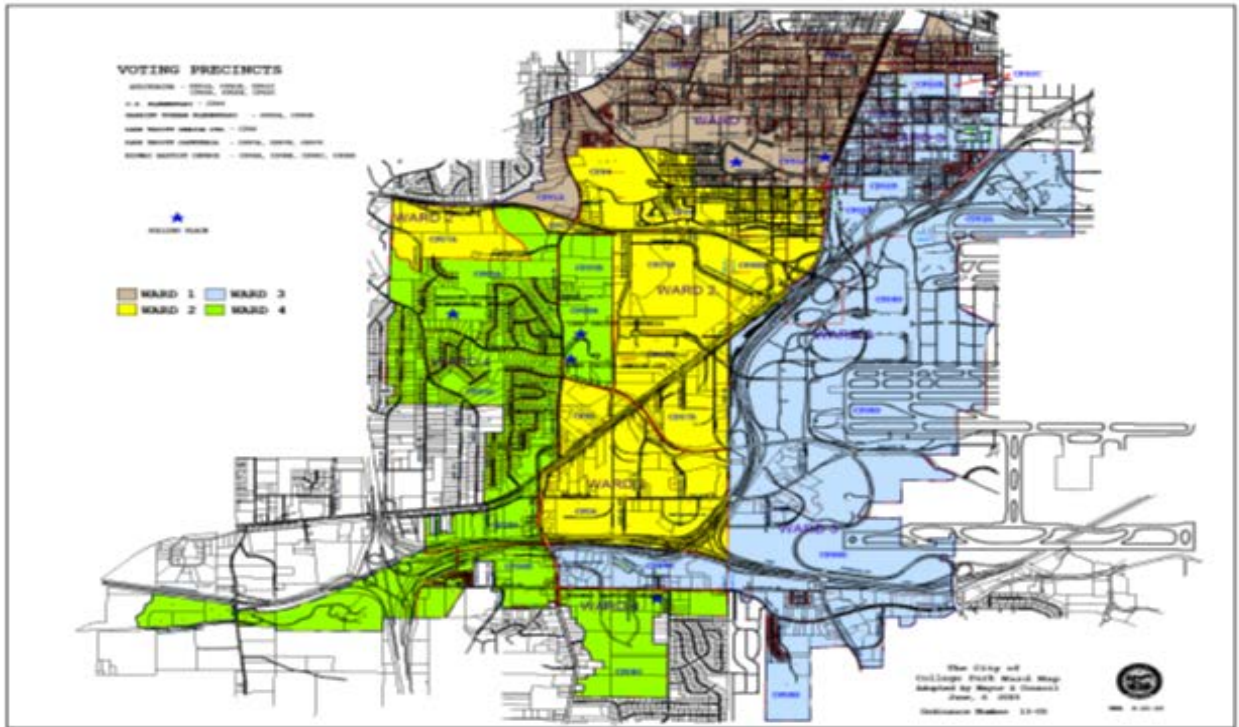
*Christopher A. Moirill*      *Jeffrey R. Egan*

President

Executive Director



# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET



# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

## Just the Facts

### Government

- Chartered on December 16, 1895.
- Originally, College Park was known as Manchester and was renamed by Lula Roper who placed the name in a lottery.
- The affairs of College Park, Georgia are conducted by a Mayor and a Council consisting of four members.
- The daily operations of the city are run by the city manager appointed by and responsible to the mayor and council.

### More Facts

- The city has 853 properties listed on the National Register of Historic Places by the United States Department of the Interior.
- The College Park Woman's Club is located in Historic College Park and is one of the oldest in Georgia.
- Also, the east-west streets (avenues) are named for Ivy League institutions and the north-south streets are named for influential College Park residents.

### Geographic Characteristics of College Park, Georgia

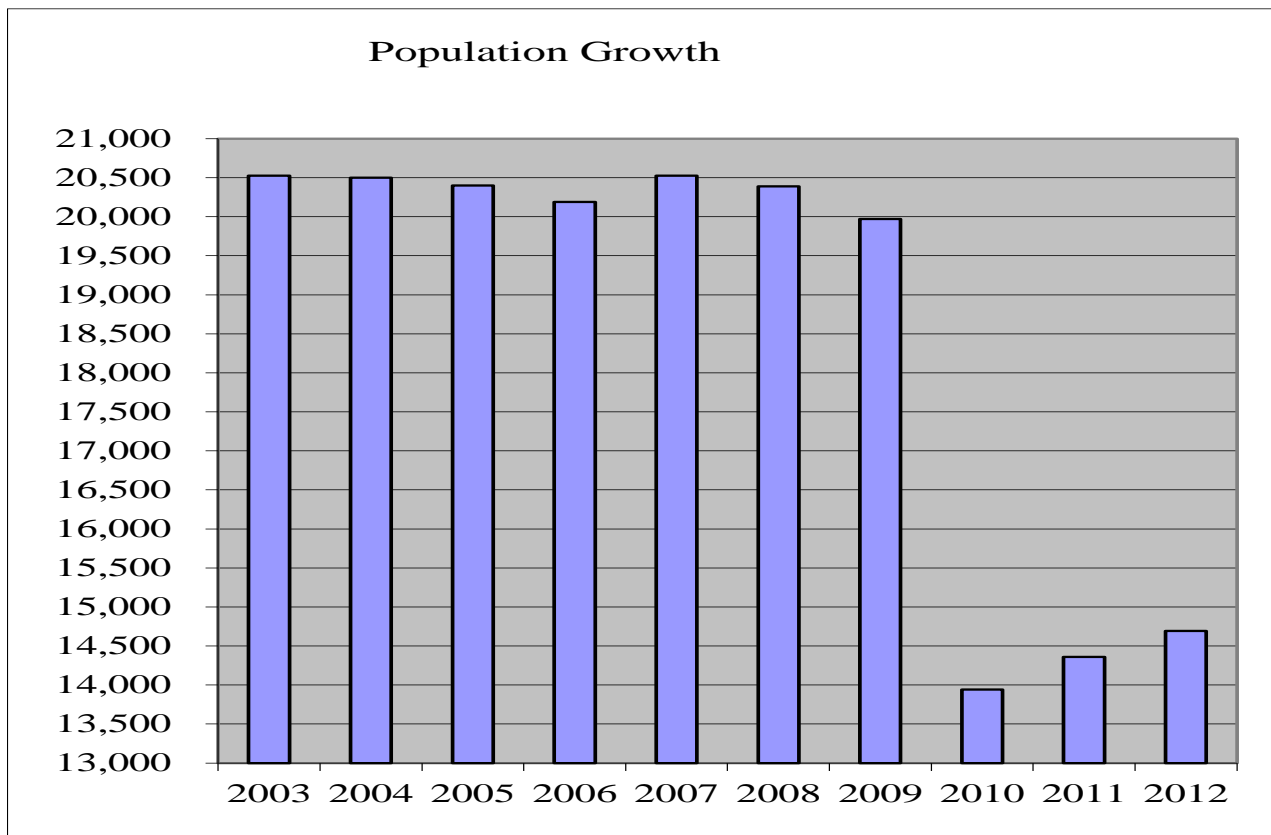
	<b>Land Area</b>	<b>Climate</b>	<b>Topography</b>
Square Miles	9.7 Sq/Miles		
Average Annual Temperature		64 Degrees	
Average Annual Rainfall		4.18 Inches	
Elevation			1,050 Feet

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Just the Facts**

<b>Demographics: Race/Ethnicity</b>	
Non-Hispanic Black	79%
Non-Hispanic White	12%
Hispanic	7%
Native American	1%
Asian	1%
<b>Demographics:</b>	
Male	47%
Female	53%
<b>Demographics: Age of Household Occupants</b>	
Age 18 & Under	30.2%
Age 19 - 24	14.1%
Age 25 - 44	35.7%
Age 45 - 64	14.9%
Age 65+	4.8%

The following table depicts information related to the population of College Park, Georgia.



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Just the Facts**

**Economy**

The following information reveals the many economic highlights in College Park, Georgia.

**Top Ten Employers in College Park, Georgia**

<b>Company</b>	<b>Employees</b>
Woodward Academy	860
Chick-Fil-A Inc	853
Atlantic Southeaster	786
Sysco Corporation	574
Air Tran Airlines	318
Atlanta Coca Cola Enterprises	300
Interstate Atlanta Airport LLC dba Westin Atlanta Airport	255
Marriott Hotel	214
Buckhead Beef	144
Western Host dba Sheraton Gateway Atlanta Airport	140

**College Park has over 1,200 licensed businesses.**

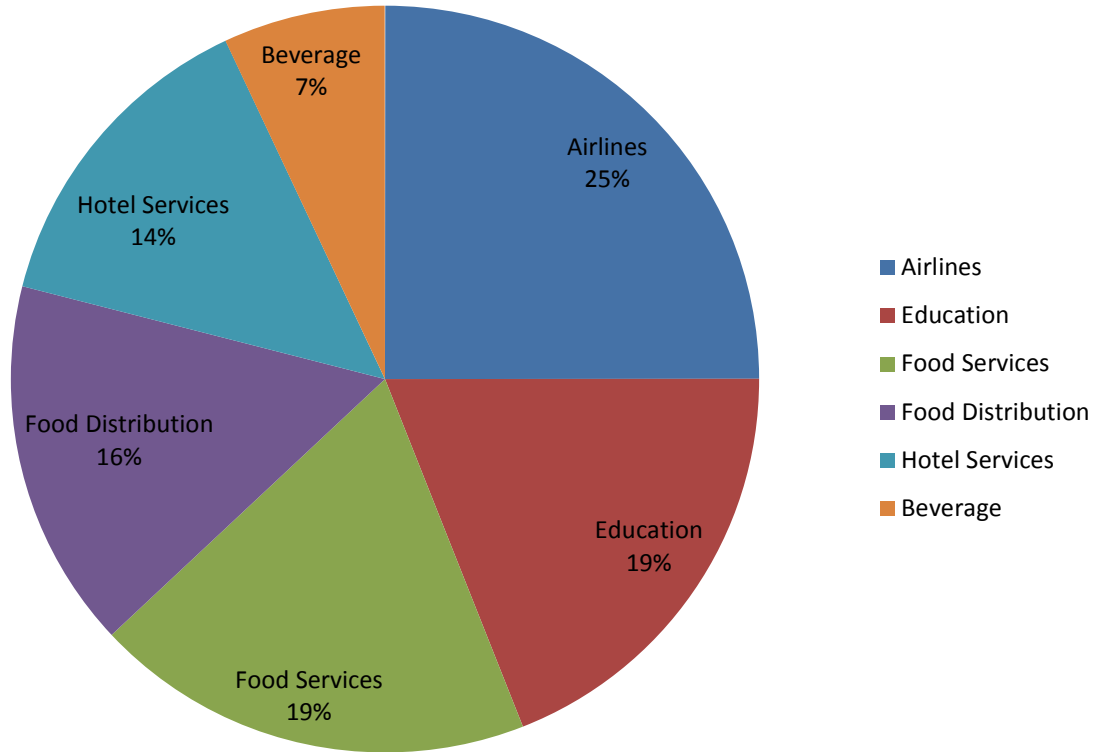
**Unemployment within College Park remains higher than the state and national rates.**

2012	
U.S.	7.8%
Georgia	8.7%
College Park	9.6%

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Just the Facts**

**College Park, Georgia Industry Profile**



**Housing Statistics 2012**

Number of Housing Units-----	8,449
Single Family Housing Units-----	27%
Multi Family Housing Units-----	72%
Mobile Housing Units-----	1%

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Just the Facts**

**Service Statistics:**

The chart below describes several of the services provided in College Park, Georgia.

<b>Public Safety 2012</b>	
<b>Fire Protection</b>	<b>Police Protection</b>
Fire Stations.....2	
Precincts.....3	
Sworn Employees.....72	Sworn Employees... 96
Civilian Employees....2	Civilian Employees...44

<b>Highways and Streets</b>	
Miles of Road Maintained.....75	
Traffic Lights.....2,000	

The City owns and operates a water distribution system.

<b>Water and Sewer 2012 Statistics</b>	
Customer Accounts Served.....3340	
Miles of Water Lines.....94	
Fire Hydrants.....1000	
Water Storage Capacity (Gallons).....1.25 million	

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Just the Facts**

The City owns and operates a retail electric distribution system.

**Electric System 2012 Statistics**

Electric Customers-----7,997  
Average Consumption-----830 mega watts per  
day

**Educational System**

Elementary Schools-----3  
Middle Schools-----2  
High School-----1  
Alternative School-----1  
Private School-----1

Woodard Academy is the largest private school in the continental United States, enrolling students from more than 22 metro counties.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Just the Facts**

<b>Parks, Recreation &amp; Cultural Affairs</b>	
City Park Properties-----	6
City-Owned Golf Course-----	1
Golf Academy-----	1
Recreation Centers-----	4
Gymnastic Center-----	1
Lighted Tennis Courts-----	10
Multi-Purpose Fields-----	6
Football Stadium-----	1
Swimming Pools-----	4
Play Grounds-----	8
Volley Ball Courts-----	2
Picnic Areas-----	8
City Auditorium-----	1
Georgia International Convention Center-----	1
Library(Fulton County)-----	1
Senior Center-----	1
Health Center-----	1



# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

## Just the Facts

Named one of Atlanta Magazine's "Best Places To Call Home" in April 2003, the City of College Park has become one of the most exciting communities in the greater metropolitan Atlanta area in which to live. A well established community with an individuality all its own, College Park, located near the Hartsfield-Jackson Atlanta International Airport, Interstates I-85 and I-285.

Residents and visitors alike will find that this revitalized City offers the best of Southern hospitality in its city services, local restaurants, lodging accommodations, parks and recreation, and community events.

### **Historic Sites**

College Park Auditorium

College Park Historical Society

College Park's Women's Club

Historic College Park Neighborhood  
Association

### **Georgia International Convention Center**

The second largest convention facility in Georgia with a total of 400,000 square feet of space featuring Georgia's largest ballroom at 40,000 square feet, the GICC is "a marvel of form and function," a new standard of convention in aesthetics, amenities and accommodations.



July 31, 2013

The Honorable Mayor  
Members of the City Council  
City of College Park, City Hall  
3667 Main Street  
City of College Park, Georgia 30337

Re: Fiscal Year 2013-2014 Budget Message

Dear Mayor and City Council:

I am pleased to present to you the Fiscal Year 2014 Budget, in compliance with provisions of the City of College Park Charter and State of Georgia Statutes. In addition to my detailed discussion regarding the budget, I have included an Executive Summary version.

### **Executive Summary**

The City of College Park has taken major steps to address budget shortfall over the past two fiscal years. This was accomplished while maintaining the services provided to the residents of College Park. Major actions taken over the past fiscal years were:

1. In Fiscal Year 2010-11 the overall budget was reduced by 12%. There was an increase in the Ad Valorem tax by 2 mills; Water and Sewer rates increased by 15%; Storm Water rate increased by \$.91 and there was a Power Cost Adjustment by 5 mils.
2. In Fiscal Year 2011-12, the City closed a \$7.4 million budget shortfall in the General Fund. This was accomplished by:
  - a. Instituting an Early Retirement Incentive Program (ERIP).
  - b. Reduced personnel cost through attrition and layoffs.
  - c. No salary increases were given to employees.
  - d. Reduced travel, training, conventions and meetings expenditures.

Although not as significant a budget shortfall as in prior years, for Fiscal Year 2012-13 the City had to address a \$1.6 million budget shortfall in the General Fund. To close the budget gap, Water and Sewer rates were increased by 17% and there was 7 mils Power Cost Adjustment. In addition, there were reductions in operating and capital expenditures in the Enterprise Fund, with savings used to support and balance the General Fund. It should be noted, the fiscal actions

## CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

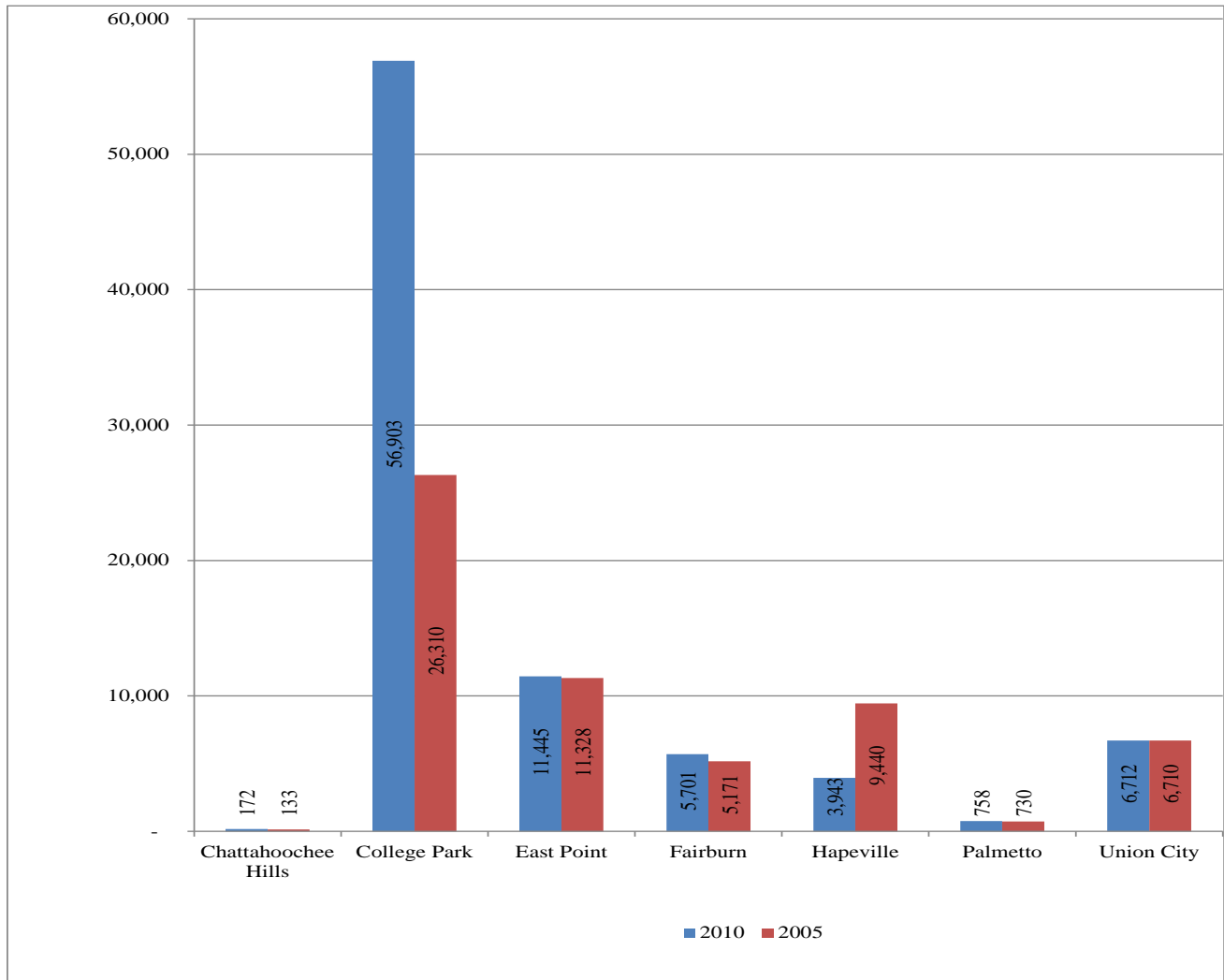
taken for FY 2011 and FY 2012 resulted in a balanced budget for FY 2013 without the use of budget carry forward or reserves for the first time in at least 5 years.

There are no increases in utility rates (e.g., Power, Storm Water, Water and Sewer). The adopted budget has a 2% salary increase for full-time and part-time employees. In addition, the city pension contribution reflects an increase of 2.05% and health care cost increased by 13.70%.

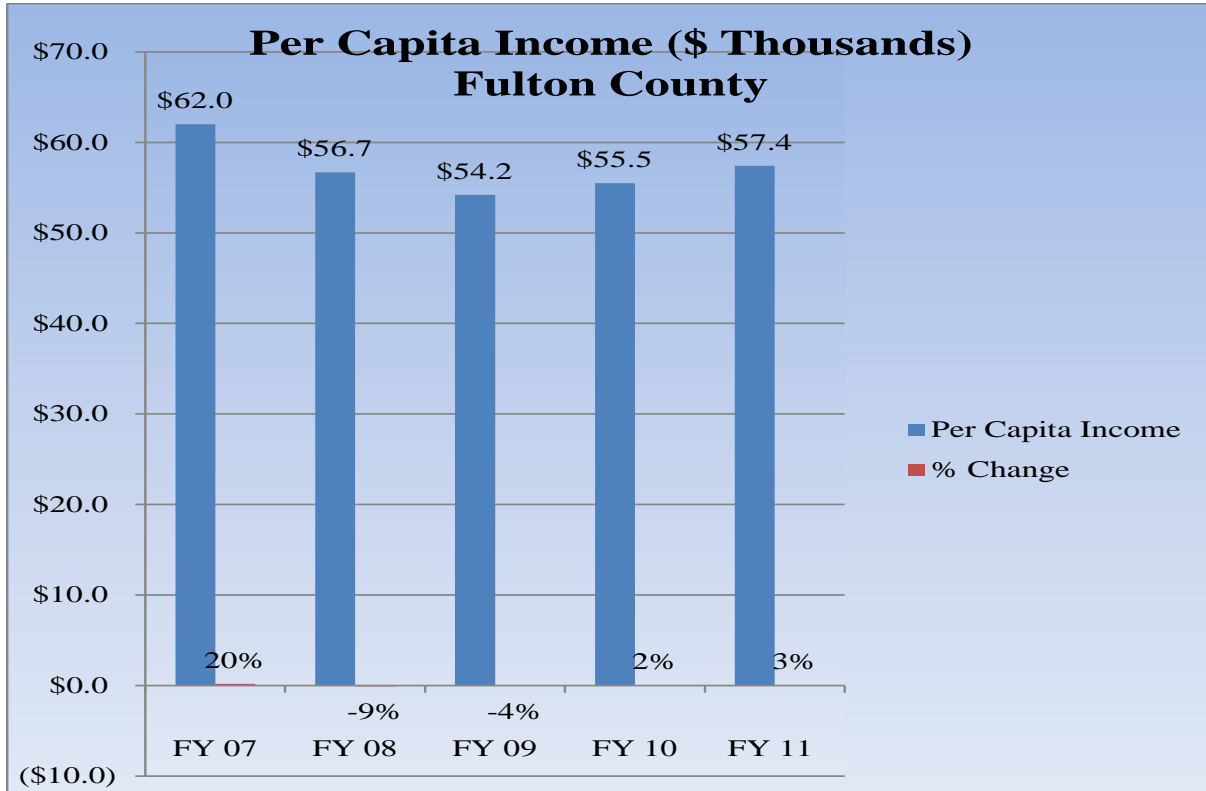
### Economic Climate

The local economy is expected to return to a modest growth mode as the new fiscal year unfolds. The two primary economic variables are construction investment and personal income growth. While weak by comparison, to recent years, both variables are expected to show modest gains, as job growth turns slightly positive. Employment information based on South Fulton County employment statistics.

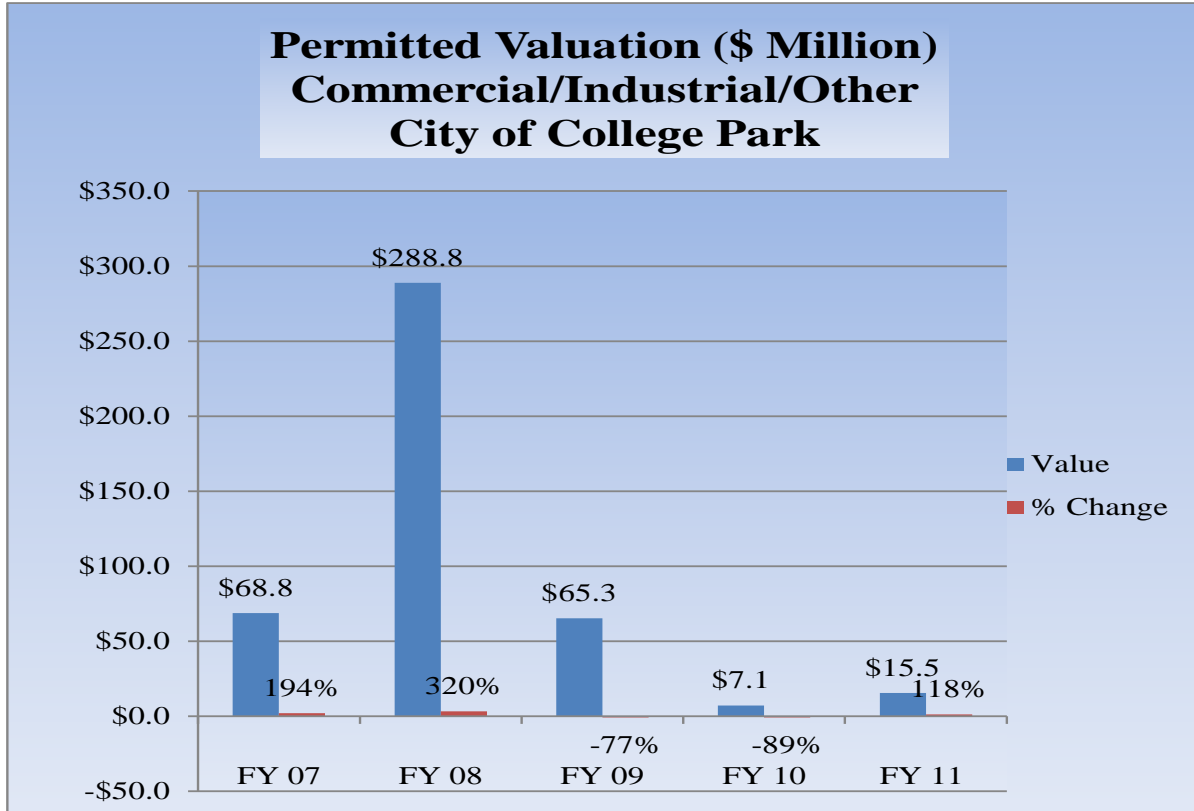
### South Fulton Cities Employment



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**



**Summary of the FY 2013-2014 Budget**

The adopted budget for FY 2013-14 is \$120,408,091. This represents a 2.3% net increase and \$2,661,113 more than the FY 2012-13 amended budget of \$117,746,978. Below is the summary of the total All Funds Budget:

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	Amended Budget 2012-2013	Adopted Budget 2013-2014	Increase (Decrease)	%
General	\$30,408,085	\$29,785,001	(\$623,084)	-2.0%
Confiscated Drugs	55,475	55,475	-	0.0%
State Drug Fund	-	1,006	1,006	100.0%
Emergency 911	910,565	934,791	24,226	2.7%
Power	30,701,000	31,675,424	974,424	3.2%
Water & Sewer	11,544,309	10,552,812	(991,497)	-8.6%
Sanitation	2,750,000	2,745,000	(5,000)	-0.2%
Convention Center	15,027,930	14,888,237	(139,693)	-0.9%
Hospitality Fund	8,518,970	8,706,970	188,000	2.2%
GICC Spec District	105,200	105,850	650	0.6%
FAA Facility	7,052,680	5,991,906	(1,060,774)	-15.0%
BIDA	6,304,457	10,523,466	4,219,009	66.9%
Car Rental Tax	2,501,150	2,550,500	49,350	2.0%
Main Street	104,206	95,113	(9,093)	-8.7%
SPLOST	436,000	436,000	-	0.0%
Storm Water	855,000	1,055,000	200,000	23.4%
Golf	54,152	43,175	(10,977)	100.0%
CDBG	100,200	56,914	(43,286)	-43.2%
Grant Funds	317,599	205,451	(112,148)	-35.3%
<b>Total</b>	<b>\$117,746,978</b>	<b>\$120,408,091</b>	<b>\$2,661,113</b>	<b>2.3%</b>

**Basis of Budgeting and Accounting**

A budget is a formal document that enables the City to plan for the future, measure the performance of City services, and help the public to understand where revenues come from and how they are spent on City services. The budget serves many purposes and addresses different needs depending on the “audience,” including City residents, federal and state regulatory authorities, elected officials, other local governments, taxpayers and City staff.

**Basis of Budgeting**

Budgets are generally adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) and in accordance with legal mandates. Adopted budgets for governmental funds utilize the modified accrual basis of accounting under which revenue and related assets are recorded when measurable and available to finance operations during the year. Fiduciary and

proprietary funds use the full accrual basis of accounting which recognizes revenue when earned and expenses when incurred. Annual operating budgets are adopted for all Governmental Funds except for the Capital Projects Fund in which effective budgetary control is achieved on a project-by-project basis when funding sources become available. Appropriations for the General, and Enterprise Funds lapse at fiscal year-end, except appropriations that have been encumbered in order to account for certain expenditure commitments. Appropriations for Capital Project

## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

Funds and Special Revenue Funds are continued until the completion of the applicable project or grant, even when the project or grant extends beyond the end of the fiscal year.

### **Basis of Accounting**

The City of College Park uses either the full accrual or the modified accrual basis of accounting, as appropriate for each fund type or activity, in accordance with GAAP. In general, under the modified accrual basis of accounting, revenues are considered available only if the monies will be received within 60 days after the end of the accounting period and were due on or before the last day of the accounting period. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. An exception to this general rule is principal and interest on general long-term debt which is recorded when due. In applying the full accrual concept to revenues, the legal and contractual requirements of the individual programs are used as guidance. Certain revenue must be expended for a specific purpose and others are virtually unrestricted as to purpose of expenditure. Under the full accrual basis of accounting, revenues are recorded when earned and expenses are recorded when liabilities are incurred, without regard to receipts or disbursements of cash. Unbilled accounts receivable are accrued when earned in the Enterprise Funds.

### **Budget Format**

The City of College Park budget worksheet format has been structured to address Council's requests from previous years' budget meetings. The FY 2012 Actual Expenses are shown, 2013 Amended Budget, 2013 Actual Expenses (year to date through March 2013), Percent Used (percentage of 2013 Actual expenses over 2013 Amended Budget), 2013 Estimated Column (comprised of Department head entries on the Logos .Net system), 2014 Department Head Requested, 2014 City Manager Recommended, and Percentage (2014 City Manager Recommended to 2013 Amended Budget). Also, in response to Council's requests, is a summary for Department Directors with budgets comprised of multiple departments.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

The adopted FY 2013-14 General Fund Budget is summarized as follows:

**Revenues**

Taxes	\$16,282,000
Fee, Licenses & Permits	2,946,184
Leases and Other Rents	45,000
Intergovernmental	1,241,444
Other Income	2,484,450
Operating Transfers In	<u>6,785,923</u>

<b>Total Revenue</b>	<b><u>\$29,785,001</u></b>
----------------------	----------------------------

**Expenditures**

Personnel Services *	\$19,670,397
Operating Expenses**	5,157,453
Material & Supplies	1,007,806
Capital Outlay	2,785,928
Cost of Sales	21,000
Non-Operating***	<u>1,142,417</u>

<b>Total Appropriations</b>	<b><u>\$29,785,001</u></b>
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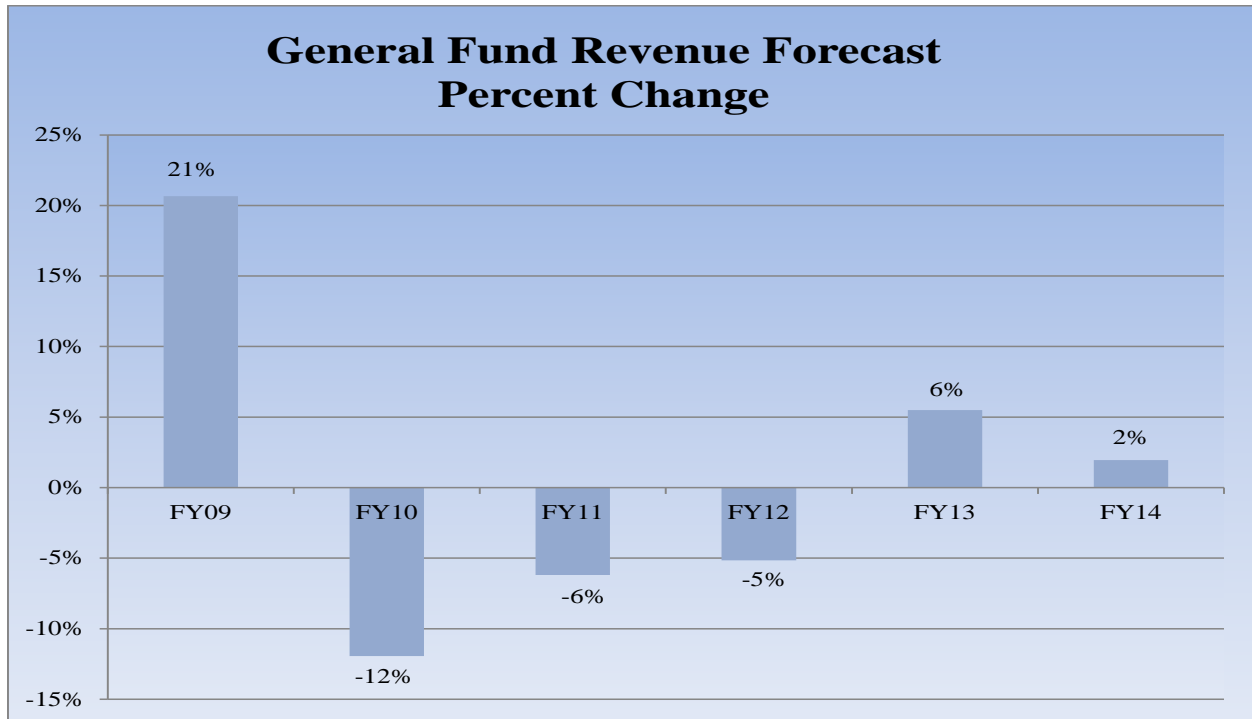
\*Personnel Services include salaries and employee benefits.

\*\*Operating Expenses include communications/utilities, rentals, repairs and maintenance, training and education, and other services and charges.

\*\*\*Non-Operating Expenses include transfers from the General Fund to the FAA, Main Street and E911 funds.



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

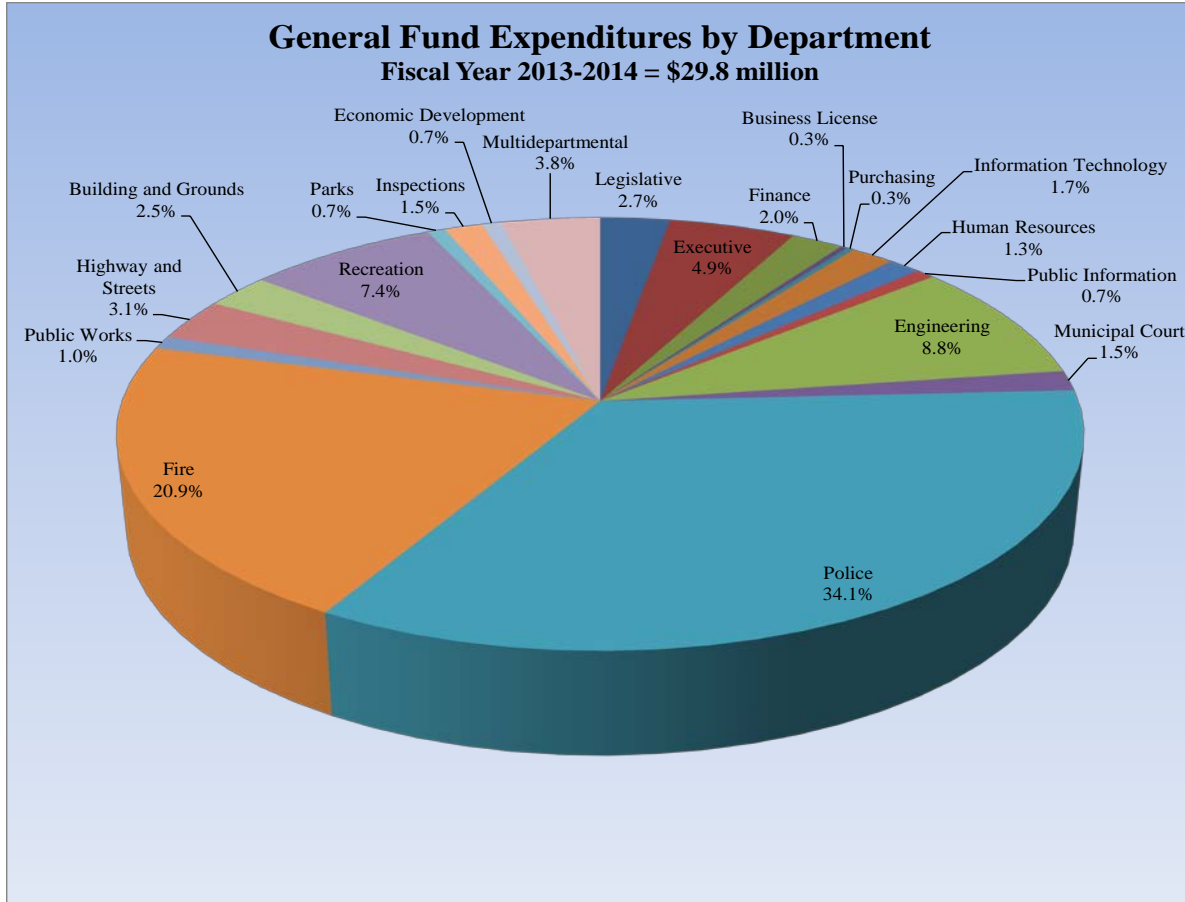


**FY 2013-14 General Fund Summary  
Dollars Millions**

	<u>Projected FY 13</u>	<u>Adopted FY 14</u>
Beginning	\$16.6	\$19.5
Revenue	29.3	29.8
Expenditures	<u>26.4</u>	<u>29.8</u>
Ending Balance	<u>\$19.5</u>	<u>\$19.5</u>
*Req. Unassigned Fund Balance 30%-60%	\$8.7	\$8.0
Unassigned Fund Balance	\$7.5	\$7.5

\*Transfers-out are omitted from expenditures to arrive at unassigned fund balance.

# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET



## Budget by Function

### General Fund

The General Fund is a service organization involved with providing services to the entire citizenry; and simply stated, it represents the expenditures for governmental operations. The expenditures, largely personnel services, are susceptible to inflationary increase and the revenues for the upcoming fiscal year look not to be increasing (specifically building permits and business license).

The General Fund balance will increase slightly from \$16.4 million in FY 2010-11 to \$16.6 million in FY 2011-12. The fund balance has been used to fund basic services. In this presented budget, projected expenditures for FY 2013-14 there is no fund balance appropriation. During FY 2010-11, the Mayor and Council adopted a Governmental Accounting Standards Board (GASB) 54 Fund Balance Policy. The City will strive to maintain an unassigned fund balance in the General Fund between 30%-60% based upon annual expenditures. As of June 30, 2012, the City's unassigned fund balance is estimated to be 25% of total General Fund expenditures.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

The General Fund has the following transfers: (1) Main Street of \$95,113 for salaries and operating expenditures (2) FAA of \$452,634 to cover bond payments (3) E911 of \$594,670 for salaries and operating expenditures.

Included in General Fund Revenues is Operating Transfers-In from the Hospitality Fund in the amount of \$1,200,000. This amount is dedicated to economic development efforts in the City (the costs of the Business Development and Main Street Departments) as well as an appropriation to further the general purposes of the City government. The funds are included in the General Fund Revenues for the following reasons:

- The combination of the Hotel/Motel Tax and the Special District Tax when added to operating revenues from the Georgia International Convention Center (GICC), are more than sufficient to cover all of the debt service on the existing and adopted bonds as well as all other costs.
- The expenditures necessary to continue with the new developments are a valid use of the Hotel/Motel Taxes.

Also included in revenues are operating transfers from Enterprise Funds that represents funds allocated costs for shared computer services, administrative costs, operating expenses and payment in lieu of taxes:

- Golf Course Fund- \$43,175
- GICC - \$350,339
- Power Fund - \$4,060,518
- Water and Sewer Fund - \$675,069
- Sanitation Fund- \$228,411
- Storm Water Utility Fund - \$228,441

**Revenues**

**Ad Valorem (Property Tax)**

The FY 2013-14 General Fund (Operating Budget) proposes a flat millage rate of 12.619 mills, as adopted during FY 2012-13.

	<u>2012-13</u>	<u>2013-14</u>	% Change
			<u>+ / (-)</u>
General Fund (mills)	12.619	12.619	0%
(General Operating)			

The proposed tax rate levied against the City’s new assessed valuation (taking into consideration the application of homestead exemption and the assessment ratio of 40% of taxable value for all properties) is expected to yield a slight increase for FY 2013-14 over the amended budget for FY 2012-13. This anticipated neutrality of the tax digest is predominantly due to an estimation of the reevaluations of existing properties throughout the City.

## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

The City's total assessed valuation of properties of all types, residential and commercial throughout the City has decreased from \$899,544,656 in 2011 to \$896,704,839 in 2012, primarily due to a decrease in commercial property values. The CONRAC Facility was added to the 2011 tax digest as requested of Fulton County.

The Flight Equipment Tax, computed on the value of the airplanes and related equipment parked on the airport concourses within College Park's jurisdiction as of January 1st, is projected to remain flat at \$1,800,000 in the FY 2013-14 Budget. The collections are based on actual billings for the calendar year 2012.

The Special District Tax is presently a 14.5 mills tax rate applied to hotels operating in the defined special district. This tax was imposed to recover amounts from the economic benefits enjoyed by the hotels provided by GICC. All of the tax collections are used to supplement facility-generated revenues and to provide for debt service. This revenue is projected to be the same as last year's budgeted amount.

### **Ad Valorem (Vehicles)**

The assessed valuation of vehicles has decreased from \$202 million in FY 2010-11 to \$162 million in FY 2011-12. The car rental companies remit taxes on their inventory based on an alphabet/ month schedule, i.e. Alamo would submit taxes in January (A-B), Enterprise in March (E-H), Hertz in May and so on.

### **Other Revenues**

The economy is experiencing a gradual recovery. Consequently, new business and construction activity has been sluggish. Several revenue sources such as business license inspection fees, permits, planning and zoning fees are anticipated to remain constant. In FY 2011-12, the Municipal Court Department implemented an automated system to process citations. Also, a city solicitor was hired during FY 2011-12 to handle the increased case load. As a result, fines and forfeitures are projected to increase by \$491,000 for FY 2013-14. Clayton County and Fulton County are in the process of negotiating with their respective municipalities on the 10 year agreement to distribute local option sales tax (LOST) dollars. Municipalities receive LOST distributions from the County based on eight criteria. College Park is anticipating to be revenues to remain flat for LOST revenue from Clayton County. The proportionate share of College Park LOST allocation from Fulton County is much smaller due to the number of cities in Fulton County. College Park is projecting a \$1 million decrease in LOST revenue from Fulton County for FY 2013-14.

Other projected revenues are expected to remain constant in the FY 2013-14 budget year as compared to the FY 2012-13 amended budget.

# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

## Expenditures

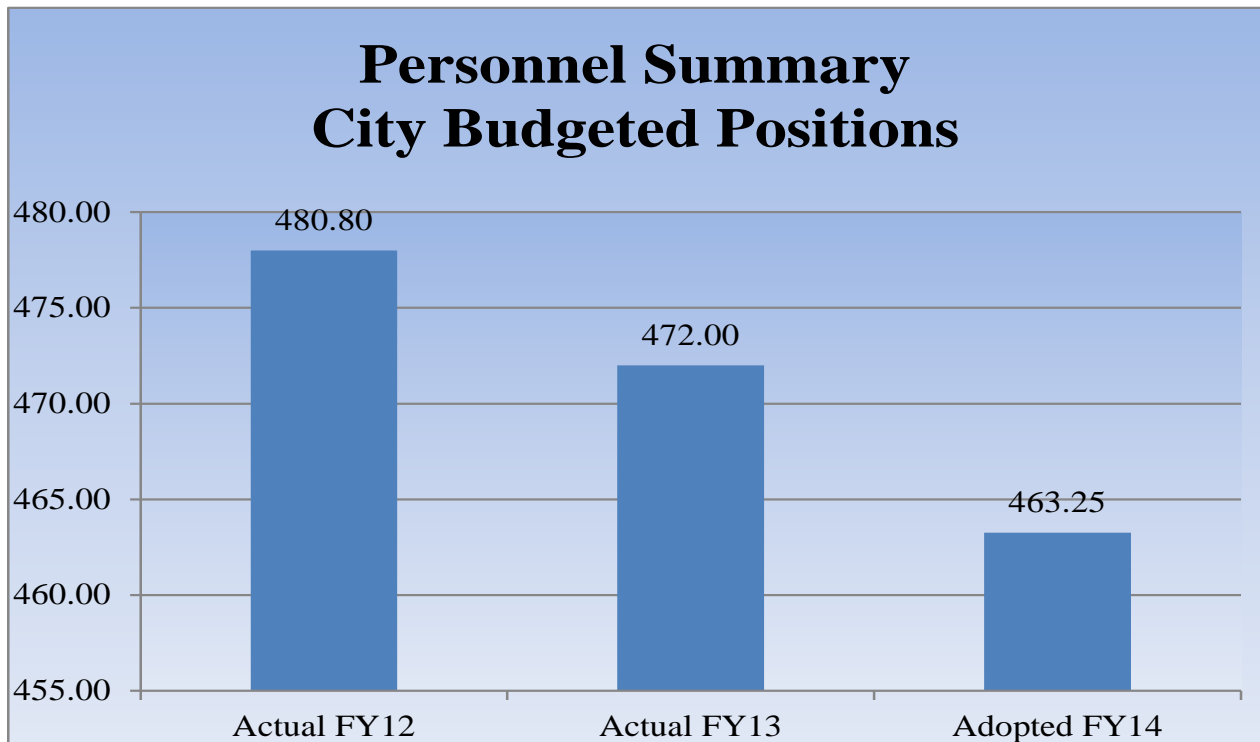
The budgeted expenditures for FY 2013-14 will be \$623,084 less than the amended FY 2012-13 Budget, representing a decrease of 2.0%. In general, Operating Expenses decreased 6.6%, Personnel Costs increased 4.9%, Materials/Supplies decreased 7.2%, and Cost of Sales decreased 13.2%. Capital Outlay decreased 13.8% and Operating Transfers increased by 9.0%.

## Personnel Costs

The Personnel Costs (salaries, wages and employee benefits) in the adopted FY 2013-14 Budget Year will equal approximately 66% of the General Fund (Operating Budget) net Operating Transfers. This budget will sustain the current level of municipal services to the City of College Park.

The adopted budget eliminated .25 positions and 1.75 positions in the General Fund and Enterprise Fund, respectively. The total personnel count for the overall budget program (All Funds) for the proposed FY 2013-14 is 463.25 positions; 9.25 positions less than the FY 2012-2013. For the General Fund Budget, the total personnel count is 463.25 positions; a change of 7.50 positions from FY 2012-13. For the Other Funds Budget the total personnel count is 160 positions: a change of 1.75 positions from FY 2012-13.

There is a 13.70% increase in health insurance costs and the city pension contribution will increase 2.05% to 20.05%. For FY 2013-14, the City will continue its Healthy City Initiative Program for City employees.



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Operating Expenditures**

The total cost of operating expenditures reflects a net decrease in the adopted FY 2013-14 General Fund budget of \$362,810 over that of the FY 2012-13 amended budget.

The decrease is comprised of the following object accounts:

Communications and Utilities	\$65,475
Rentals	(4,950)
Repairs and Maintenance	(51,356)
Building Maintenance	(50,763)
Training and Education	(5,215)
Other Services and Charges	<u>(316,001)</u>
 Total Net Change in Expenditures	 <u><u>(\$362,810)</u></u>

**Materials and Supplies**

The total cost of Materials and Supplies reflects a decrease in the proposed FY 2013-14 General Fund budget of \$77,927 over that of the FY 2012-13 amended budget.

**Capital Outlay**

Overall, the cost of Capital Outlay decreased from \$3,230,345 in the Amended FY 2012-13 General Fund budget to \$2,785,928 in the adopted FY 2013-14 Budget, a decrease of \$444,417.

A comprehensive listing and explanation of these capital improvement items appropriated under All Funds FY 2013-14 are provided in the capital improvement listing.

It is advisable, as well as extremely important for the city, to undertake and maintain an on-going viable annual capital improvement program yearly because these costs in total are usually the heaviest faced in any budget. Proper scheduling of capital improvement projects, as well as a level appropriation (i.e., an equal dollar allocation each fiscal year), prevents excessive costs in any one budget year.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

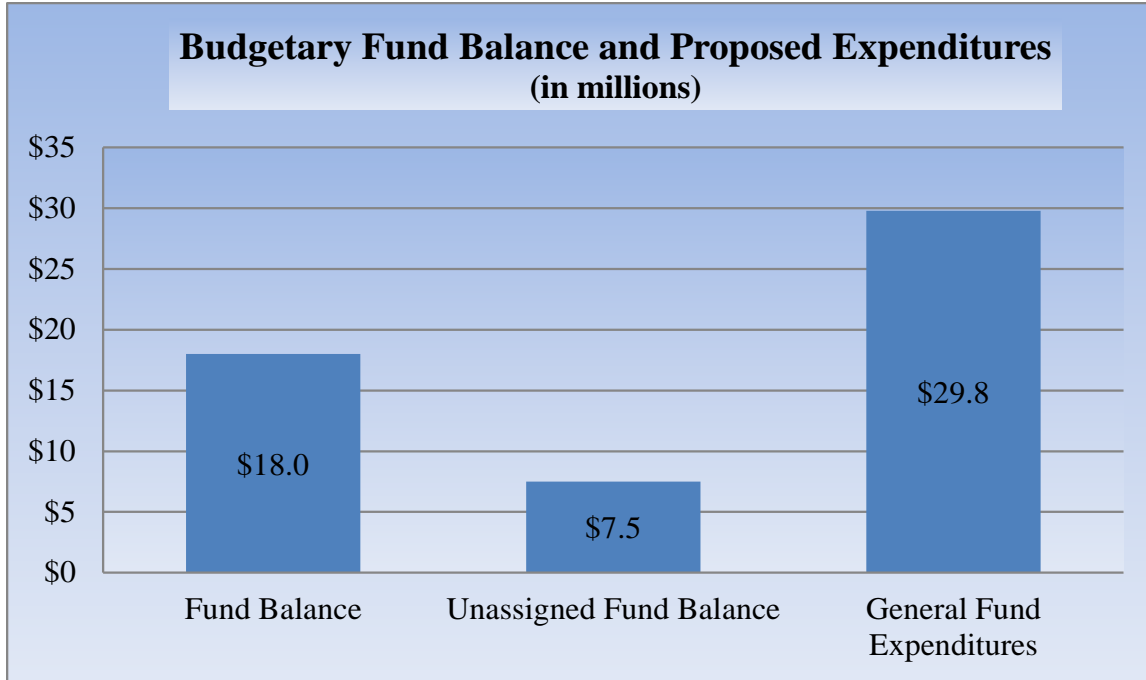
**Capital Outlay Summary by Fund**

	<b>FY 2012-13</b>	<b>FY 2013-14</b>	
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Percent Change</b>
General Fund	\$ 3,230,345	\$ 2,785,928	-13.76%
Confiscated Drug Fund	10,000	0	-100.00%
E911 Fund	81,806	0	-100.00%
CDBG Fund	100,200	56,914	100.00%
Grants Fund	207,939	195,998	-5.74%
SPLOST Fund	291,000	436,000	49.83%
Water and Sewer Fund	1,371,132	470,465	-65.69%
Sanitation Fund	75,000	75,000	0.00%
Storm Water Utility Fund	224,600	200,000	-10.95%
Electric Fund	1,676,700	1,446,300	-13.74%
Convention Center Fund	10,000	0	-100.00%
FAA Fund	0	403,000	100.00%
BIDA Fund	250,275	4,490,000	1694.03%
Total	<u>\$ 7,528,997</u>	<u>\$ 10,559,605</u>	<u>40%</u>

**Fund Balance**

The graph below illustrates the Unassigned General Fund Balance and Total General Fund Balance as a percentage of General Fund Expenditures projected as of June 30, 2013. The City's GASB 54 Fund Balance requires the City to maintain an Unassigned General Fund Balance between 30%-60% based upon annual budgeted expenditures. The Unassigned General Fund Balance is at 25%.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**



**Debt Service**

There is currently no debt service obligation in the General Fund budget.

**Summary**

To summarize the General Fund, the budget basically maintains the current level of municipal services and programs. There is no increase to the millage rate. The budget reflects a two percent salary increase for full-time and part-time employees. The FY 2013-2014 adopted budget reflects staff reduction of two positions. There was an increase of 13.70% for health care cost to the city and the city’s pension contribution increased to 20.05%

**Budget by Function**

**Power Enterprise Fund**

Until approximately 1998, College Park was legally limited in the ability to sell or trade this excess generating capacity. However, beginning in 1998, federal and state laws governing such sales changed so that energy could now be traded as a commodity, allowing College Park to more effectively address the excess capacity cost obligation. By selling it to other Municipal Electric Authority of Georgia (MEAG) cities (i.e., Inter-participant Transfers or IPT's) and into the open market, as well as seeking other opportunities to this asset such as competing for “off-system” competitive loads. This effort continues as evidenced by the agreement in FY 2008 between College Park and two of its sister electric cities for the long-term sale of 21MW of excess capacity.



## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

In order to continue the City's efforts to maximize the opportunities available as a result of excess power supply position, College Park Power has completed or is contemplating the following measures:

- College Park Power, in conjunction with MEAG, has established the above-mentioned "Municipal Competitive Trust Fund" which is administered by MEAG for the benefit of each MEAG participant. The purpose of this fund is to offset future wholesale power cost increases, which allow each MEAG participant to stabilize rates and become increasingly competitive with surrounding public and private utilities.
- A comprehensive cost of service study was completed based on data collected for Fiscal Year End June 30, 2009 and showed that overall rates are continuing to adequately recover all operating costs plus a reasonable margin. It also showed that College Park Power has some of the lowest rates in the State of Georgia and is 25-35% below the surrounding municipalities.
- All City departments contribute to the revenue stream by paying for their actual costs of electricity. The estimated revenue from Other City Sales will remain constant at \$300,000 for FY 2013-14.
- The Georgia International Convention Center (GICC) power is estimated to be \$1.2 million for FY 2013-14. A decrease of \$100,000 from FY 2012-13.

The Power Fund has a 7 mil Power Cost Adjustment (PCA) for FY 2013-14. The increase is due to an anticipated increase in power cost to be passed on to the City by MEAG. The increase in PCA is necessary for the Power Fund to continue to generate sufficient revenues necessary to contribute to cash reserves.

Power Fund operating transfers for FY 2013-14 are as follows:

- Operating Transfers to the General Fund is \$4,060,518 for FY 2013-2014, which represents an increase of \$1,756,552 over the prior year budgeted transfer amount of \$2,303,966.
- Operating transfers to the BIDA Fund is \$4,100,000 which represents an increase of \$2,100,000 over the prior year budgeted transfer amount of \$2,000,000. The increase is for the purchase of non-master land property for future use and economic development.

### **Water and Sewer Fund Enterprise Fund**

The Water and Sewer Fund accounts for all operating and capital cost are required to provide efficient water/wastewater services to the public. Revenues are provided from user charges for services and interest on investments.

The City of College Park owns and operates a water distribution system and a sanitary sewer conveyance system. The City of East Point provides approximately 3 million gallons of potable

## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

water to College Park per day. FY 2012-13 budget reflected a \$0.50 increase in the water rate, which became effective April 2012. The City of Atlanta and Fulton County provides treatment of the City's wastewater. During FY 2009-10, the City of College Park began to purchase an estimated .5 to 1.5 million gallons of potable water per day from the Clayton County Water Authority as a secondary source of water supply.

There was an estimated 20% increase for water and sewer sales reflected into the FY 2012-13 budget. This increase was necessary to recover wholesale supply increases. In addition, the increase was necessary to cover debt service payments for the Georgia Environmental Finance Authority (GEFA) loan, whose funds will be used for water and sewer capital projects. There are no increases in the water rates for FY 2013-14

During FY 2012-13, the City began construction to develop groundwater wells to supplement their existing water supply. The current project, which includes Well No. 1, will have a pumping capacity of 70 gallons per minute or 100,000 gallons per day. To treat more than one well with the filters, flows can be blended with finished water. Also, chemical feed capacity can be increased easily to treat up to 300,000 gallons per day at proposed facility. During FY 2013-14, the City is considering drilling 6 more test wells.

### **Storm Water Utility Fund Enterprise Fund**

The Storm Water Fund accounts for the repair and maintenance of the city's storm sewer collection system.

On July 1, 2007, Mayor and City Council approved the City of College Park's Storm Water Utility Program. This program allows the City to collect a monthly fee from residential and commercial utility customers for the amount of impervious surface that allows storm water runoff from their property into the City's storm water sewer system. Fees are based on single-family units (SFU) and each customer is charged a fixed rate per unit depending upon category. Revenues from this fee are allocated to improve the City's overall storm sewer infrastructure and enhance the existing (CPM) comprehensive preventive maintenance program, construction and general maintenance.

This is the sixth year of the program and we are addressing infrastructure needs; cost effective design and construction of the necessary improvements; providing leadership through implementation of best management practices (BPMs) that will enhance water quality throughout the City, improving the overall quality of life for our citizens. During FY 2013-2014 the Storm Water Utility fund will continue making debt service payments on the \$2,000,000 of stimulus funds received from Georgia Environmental Finance Authority the outstanding loan balance at June 30, 201 was \$1,862,399. There is no increase in the storm water fee for FY 2013-14.

# **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

## **Sanitation Enterprise Fund**

The Sanitation Fund is for residential and commercial trash-pick-up, the City's recycling program, animal control and yard waste curbside pick-up.

The current cost for solid waste collection is \$16.50 per household or unit. College Park also provides commercial collection within the corporate limits. Revenues collected for providing these services fund operations and capital expenditures within this division. In 2006, Mayor and City Council authorized a \$1.00 increase to establish a Capital Improvement Plan for Sanitation. This amount is \$36,000 per year.

There is no increase in the solid waste management fee for FY 2013-2014. There are capital expenses of \$75,000 budgeted to replace damaged front load containers for FY 2013-14.

## **Convention Center Enterprise Fund**

The Georgia International Convention Center (GICC) opened at its new location in April 2003. The GICC is a premier facility in the Southeast United States, covering 400,000 square feet; which includes a 40,000 square foot ballroom (the largest in the State of Georgia) and a 150,000 square foot exhibition hall.

The total revenue budget for the GICC reflects a decrease in the adopted FY 2013-14 budget of \$139,693 over the amended budget for FY 2012-13. The decrease is primarily due to the elimination of budget carry forward for FY 2013-14. Exhibit Hall revenue has been combined with Meeting Hall revenues for FY 2013-14. Total revenue reflects the transfer of Hotel Special District Tax and GICC Special District Fund taxes to the GICC for bonded indebtedness infrastructure expenses.

Adopted budget expenditures for FY 2013-14 indicate an overall net decrease of capital expenditures and debt service of \$139,693 or -0.93%. This increase is comprised of the following object accounts:

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	Increase (Decrease)
<b>Convention Center - Change in Revenues</b>	
Sales Food and Beverage	\$100,000
Parking	100,000
Exhibit Hall	(1,100,000)
Meeting Rooms	1,200,000
Telecommunications	10,000
Audio Visuals	(6,000)
Miscellaneous Income	(50,000)
Administrative/Hospitality	138,000
Transfers - GICC	50,637
Budget Carryforward	(582,330)
 Total Net Change in Revenues	 (\$139,693)

**Federal Aviation Administration Enterprise Fund**

The Federal Aviation Administration (FAA) Fund is used to account for the lease of office buildings to the General Services Administration of the federal government regional headquarters. This fund also accounts for the operating activities of these buildings as well. Its revenue sources are derived from projected Facility Rental Income of \$5,538,672 and Operating Transfer In from the General Fund of \$452,634.

**Business Industrial and Development Authority**

The Business Industrial and Development Authority (BIDA) work to encourage business relocation and expansion by offering access to BIDA owned property and BIDA funding initiatives. The purpose of BIDA, according to Georgia Senate Resolution No. 348, is to attain development and promote for the public good, general welfare, trade commerce, industry, and employment opportunities. BIDA revenue sources are derived from sales of land, rental income and property tax income.

BIDA's Budget increased from \$6,304,457 in the Amended FY 2012-13 to \$10,523,466 in the adopted FY 2013-14 budget, an increase of \$4,219,009 primarily due to a plan to purchase non-master land property for future economic development.

**Golf Course Enterprise Fund**

The Golf Course Fund is used to report the revenues and expenses generated or incurred through golf course activities. Its revenue sources are derived from fees and equipment rental. The Golf Course operating budget for FY 2013-2014 is \$43,175.

# **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

## **Special Revenue Funds**

### **Hospitality Fund**

The total revenue budget for the Hospitality Fund reflects an increase in the adopted FY 2013-14 budget of \$188,000 over the amended budget for FY 2012-13.

With the passing of the 2% increase in the Hotel/Motel excise tax, the City of College Park created a College Park Destination Management Organization (CP-DMO), a non-profit, non-sectarian corporation. The general purpose of the CP-DMO is to operate exclusively for the purpose of promoting tourism, attracting groups, conventions and trade shows to the City of College Park's convention venue, local hotels and restaurants.

Mayor and City Council ratified the 2% Hotel/Motel tax increase that became effective on July 1, 2011. 1.5 % of the Hotel/Motel tax increase will be used for the CP-DMO and .5% may be used for tourist/convention product development (CP-TPD). A Destination Marketing Organization line item was established in the Hospitality Fund for FY 2012-2013 budget.

The distribution of these tax collections is as follows:

- General Fund – \$1,200,000  
This transfer covers the costs of the Main Street and Business Development departments, as well as the portion of collections not necessary for bond debt or other purposes from funds other than the General Fund.
- GICC – \$5,686,970  
This amount is transferred to pay principal and interest on bond debt, as well as to cover operational costs associated with the GICC facility. \$20,000 is budgeted for legal fees related to the Hospitality Fund as well.
- CP-DMO – \$1,350,000  
This amount is distributed to the CP-DMO to promote tourism, conventions, and trade shows by the CP-DMO.
- CP-TPD – \$450,000  
This amount is allocated for tourism/convention product development.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**GICC Special District Fund**

This fund is set up to pay the bond interest and principal expenses for the Gateway Development (including the GICC) and the Global Gateway Connector infrastructure through a transfer to the GICC fund. A special district tax was established in late 2001 for the entire project in anticipation that the tax revenues generated from new development within the redevelopment area (7.5 mills) would pay the annual debt service. Due to a lack of development, an infusion of funds from the Hospitality Fund will need to occur to make up the balance due on the annual payment. The Automated People Mover (APM) and hotel development opened in this tax district in December 2009. We anticipate that sufficient revenues would be collected to pay the annual debt service. The primary revenue source for the GICC Special District Fund in FY 2013-14 is fund income of Special District Taxes estimated at \$105,850.

**Communications (E911) Fund**

The E-911 Fund accounts for monthly user charges on telephone service for operation and maintenance of the E-911 System, as well as for capital equipment purchases. This fund contains the Police Dispatchers as well as E911 Operators and the costs of providing those services to the community. Its revenue sources are derived as an Operating Transfer In from the General Fund of \$594,670, as well as the projected E911 Landline and Cells fees of \$340,141.

**Car Rental Fund**

Car rental funds are used to account for revenue and expenditure of taxes collected from the excise tax levied on rental cars in the City.

Car Rental Tax collections for the FY 2013-14 have been budgeted upon the settlement of the funding formula litigation. This fund is projected to receive \$2,602,800 in FY 2013-14. Collections for prior years are as follows:

2003	2,083,252
2004	2,198,593
2005	2,548,311
2006	2,703,314
2007	2,748,648
2008	2,681,445
2009	2,622,351
2010	2,454,827
2011	2,467,323
2012	2,668,779

The annual allocations are added to the existing fund balance, less expenses for projects. The Car Rental Tax may only be expended for public safety projects, parks and recreation projects, and convention center/tourism uses.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

Projected disbursements from this fund for FY 2013-14 are for costs associated with bonded indebtedness and operating expenditures.

**Grant Funds**

This fund accounts for activities carried out by the City under the terms of various intergovernmental grants. Numerous federal and state grants comprise the Grants Funds. Most grants require either local match funds or soft (in-kind) contributions. The grants anticipated for FY 2013-14 are as follows:

Source	Title	FY 2013-2014 Project Costs	Match \$'s	Match Ratio
Federal Grant	Small Business Administration	\$9,453	\$0	0%
State Grant	Metropolitan Atlanta Rapid Transit Authority	195,998	\$0	0%
		<u>\$205,451</u>		

**Community Development Block Grant (CDBG) Fund** \$56,914 – This Fund reports the Grant Income from the CDBG and the expenditure of those funds.

**Confiscated Drug Funds** \$55,475 - This Fund records the proceeds from confiscated drug funds and the expenditures of those funds on police related operations, supplies and/or capital items.

**State Drug Fund** – This Fund reports the City share of State Drug monies that are confiscated by the City. There are no funds budgeted for the State Drug Fund for FY 2013-14.

**Capital Project Funds**

**Main Street Fund** \$95,113 – This fund accounts for the purpose of redevelopment of College Park Main Street. Mayor and Council have appropriated fund for the purchase of properties and the renovation of those structures for ultimate resale to new businesses.

Proceeds from sales are then reinvested in additional properties. Also, the Main Street Economic Development Manager salary is paid from this fund.

**Special Local Option Sales Tax Fund (SPLOST) Fund** \$436,000 – This fund accounts for proceeds of a sales tax levied in Clayton County, which will be used by the City for the exclusive purpose of capital outlay projects.

**Agency Fund**

**Municipal Court Fund** \$0 – This fund accounts for the receipt and disbursement of bonds (posted to secure release of individuals charged with various crimes) and court-ordered fines

## CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

and fees made on behalf of third parties. There are no funds budgeted for the Municipal Court for FY 2013-14.

### Debt

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs. Also, to account for lease purchases from commercial paper loans for shorter-term financing.

All of the long-term debt owed by the City is in the form of Revenue Bonds. Revenue Bonds are repaid with proceeds of revenues paid by users of that service, as opposed to General Obligation Bonds, which are tax supported. By using this form of debt, pressures on the General Fund are minimized.

**Convention Center** - \$20,375,000 these revenue bonds, Series 2001, were issued for constructing the new Georgia International Convention Center. The outstanding balance of these revenue bonds at June 30, 2013 was \$14,835,000.

**Convention Center** - \$53,475,000 These revenue bonds, Series 2005, were issued for the purpose of refunding a portion of the City's Civic Center Project Revenue Bonds, series 2000, in order to refinance a portion of the costs of the convention center facility leased by BIDA to the City of College Park. The outstanding balance of these revenue bonds at June 30, 2013 was \$48,790,000.

**BIDA** - \$11,250,000 these revenue bonds, Series 2004, relates to the construction of the Public Safety Complex completed in November 2005. The outstanding balance of these revenue bonds at June 30, 2013 was \$7,755,000.

**BIDA** - \$25,875,000 These revenue bonds, Series 2006, were issued for the purpose of financing the costs of acquiring land to be used as a site for a new hotel, retail, and office complex near the convention center facility, which land will be leased by BIDA to the City of College Park. The outstanding balance of these revenue bonds at June 30, 2013 was \$23,810,000.

**BIDA** - \$34,060,000 These revenue bonds, Series 2008, were issued for the purpose of financing the costs of acquiring, construction, and opening of a 402-key first class headquarters hotel and a 148-key select service hotel, on a site owned by the Authority which is adjacent to Georgia International Convention Center. The outstanding balance of these revenue bonds at June 30, 2013 was \$33,075,000.

**BIDA** - \$7,445,000 These revenue bonds, Series 2008A, were issued for the purpose of financing the costs of acquiring and construction of a 138,000 gross square foot, four story office building and related parking, on a site owned by the Authority which is adjacent to



## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

Georgia International Convention Center. The outstanding balance of these revenue bonds at June 30, 2013 was \$6,885,000.

**FAA Projects I and II** - The amounts borrowed in two separate issues (Series 1993 and 1999) were used to construct and equip the Regional Offices of the Federal Aviation Administration (FAA) and secured by a non-cancelable lease from the General Services Administration (GSA). Under the lease with the City, the City is obligated to make up the difference of rental payments received by the FAA to ensure amounts are sufficient to make principal and interest payments on the bonds. A management company runs the facilities and disbursements are authorized at that level.

On July 20, 2011 the City of College Park Business and Industrial Development Authority (BIDA) issued a \$8,960,000, 2.010% Taxable Refunding Revenue Bond, FAA Project, Series 2011. These taxable revenue bonds were issued for the purpose of refunding of the City of College Park BIDA, 6.5% Taxable Revenue Bond, FAA Project, and Series 1999.

**FAA** – \$8,500,000 Series 1993 the outstanding balance of these revenue bonds at June 30, 2013 was \$1,775,000.

**FAA** – \$8,960,000 Series 2011 The outstanding balance of these refunding revenue bonds at June 30, 2013 was \$4,605,000.

### **Summary**

There are a lot of numbers, indicators, projections, charts and graphs in the Fiscal Year 2014 Proposed Budget document. This is rightfully so, since this budget also reflects College Park's vision and focus on improving the quality of life for our residents, businesses and visitors, respectively. This budget reflects community values, goals, objectives and ideas, all of which are indicative and consistent with the expectations articulated by Mayor and City Council.

The Fiscal Year 2014 Proposed Budget represents the character of a city whose unique identity distinguishes itself from other geographical areas of South Fulton County and the overall Atlanta Metropolitan Area. City administration began finalizing its recommendations for next year's budget with 67% of the current fiscal year completed, 62% of the approved budget expended, and 61% of anticipated revenues collected. Staff is likewise working to promote and establish an unassigned fund balance that remains healthy.

Total General Fund expenditures are down 2.0%, personnel services are up 4.9%. The increase in personnel services reflects a 2.0% salary increase, 2.05% city pension contribution increase and 13.70% increase in health care costs. Fiscal Year 2014 will also mark the third consecutive year of administering a performance budget, enabling our ability to again secure recognition from the Government Finance Officers Association of the United States and Canada for best budget format. However, make no mistake that this effort represents a continuous process, as more work is required to truly solidify our belief that we are moving in the right direction.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

Total local property tax millage for City operations will result in neutral revenues. Total appropriation for all funds is recommended to be \$120,408,091. As such, the overall Fiscal Year 2014 Proposed Budget is financially sound and delivers services our residents have come to expect.

	Amended Budget <u>2012-2013</u>	Adopted Budget <u>2013-2014</u>	Increase (Decrease)	%
General	\$30,408,085	\$29,785,001	(\$623,084)	-2.0%
Confiscated Drugs	55,475	55,475	-	0.0%
State Drug Fund	-	1,006	1,006	100.0%
Emergency 911	910,565	934,791	24,226	2.7%
Power	30,701,000	31,675,424	974,424	3.2%
Water & Sewer	11,544,309	10,552,812	(991,497)	-8.6%
Sanitation	2,750,000	2,745,000	(5,000)	-0.2%
Convention Center	15,027,930	14,888,237	(139,693)	-0.9%
Hospitality Fund	8,518,970	8,706,970	188,000	2.2%
GICC Spec District	105,200	105,850	650	0.6%
FAA Facility	7,052,680	5,991,906	(1,060,774)	-15.0%
BIDA	6,304,457	10,523,466	4,219,009	66.9%
Car Rental Tax	2,501,150	2,550,500	49,350	2.0%
Main Street	104,206	95,113	(9,093)	-8.7%
SPLOST	436,000	436,000	-	0.0%
Storm Water	855,000	1,055,000	200,000	23.4%
Golf	54,152	43,175	(10,977)	100.0%
CDBG	100,200	56,914	(43,286)	-43.2%
Grant Funds	<u>317,599</u>	<u>205,451</u>	<u>(112,148)</u>	-35.3%
<b>Total</b>	<u><u>\$117,746,978</u></u>	<u><u>\$120,408,091</u></u>	<u><u>\$2,661,113</u></u>	2.3%

The College Park Executive Team therefore looks forward to working with Mayor and City Council during the upcoming budget workshops and public hearings, as well as welcomes the opportunity to address questions and concerns accordingly. In summary, the Fiscal Year 2014 Adopted Budget outlines and supports the City's good financial position, continues to give attention to engage various scale infrastructure improvements, encourages well-managed growth management policies and principles, and is supportive of expanding private/public collaborations and economic development.

As College Park's new city manager, I wish to offer a special and a very personal thanks to all department directors who assisted the Office of the City Manager in preparing this year's budget

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

submission. Director of Finance and Accounting Richard D. Chess, Utility Accountant Rodrique Taylor, Accounting Assistant Cleshette Davis, Accounting Clerk Sandra Heard, Accounting Clerk Yolanda Thomas, Accounting Clerk Aline Malone-Farrar, and Tax Clerk Philip Latona, as well as all department managers, supervisors and section administrators who contributed invaluable in preparing the budget document. This year's submittal of an enhanced performance-oriented budget will enable us to continue to exercise factually to ascertain how the organization is doing in terms of productivity and how well we are responding to meet goals and objectives. We all must therefore operate on the premise that if you cannot measure output, you cannot improve it. Our efforts to more thoroughly benchmark municipal services, as well as highlight both performance indicators and accomplishments, will direct continuous improvement accordingly. We also hope the City and general public will avail themselves of the many facts and figures contained in this budget document so that we can better meet the challenges and expectations of our residents and other stakeholders. The City's administration and organization are up to the challenge and we look forward to a very productive year for our community.

Sincerely,

A handwritten signature in black ink, appearing to read "Terrence R. Moore", with a long, sweeping underline.

Terrence R. Moore, ICMA-CM  
City Manager

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

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# **CITY OF COLLEGE PARK, GEORGIA**

## **FISCAL YEAR 2014 BUDGET**

### **Budget Process**

#### **Budget Definition**

The Budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.

A good budget process is characterized by several essential features:

- Incorporates a long term perspective
- Establishes linkages to broad goals
- Focuses budget decisions on results and outcomes
- Involves and promotes effective communication with stakeholders

These key characteristics of good budgeting make clear that the budgeting process is not simply an exercise in balancing the budget one year at a time, but strategic in nature, encompassing a financial and operation plan that allocates resources on the basis of identifiable goals. A good budget process moves beyond the traditional concept of line-item expenditure control, providing incentives and flexibility to managers that can lead to improved program efficiency and effectiveness.

#### **Mission of the Budget Process**

The mission of the budget process is to help decision-makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process. Communication and involvement with citizens and other stakeholders is stressed. The broad nature of the budget mission allows issues to be addressed that have limited the success of budgeting in the past. The term stakeholder refers to anyone affected by or who has a stake in government. This term stakeholder includes, but is not limited to: citizens, customers, elected officials, management, employees and their representatives (whether unions or other agents), businesses, vendors, other governments, and the media.

It is vital that the budget processes include diverse stakeholders. The budget process should accomplish the following:

- Involve stakeholders
- Identify stakeholder issues and concerns
- Obtain stakeholder support for the overall budgeting process
- Achieve stakeholder acceptance of decisions related to goals, services, and resource utilization

## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

- Report to stakeholders on services and resource utilization, and serve generally to enhance the stakeholders' view of government

The importance of this aspect of the budget process cannot be overstated. Regular and frequent reporting is necessary to provide accountability, educate and inform stakeholders, and improve their confidence in the government. Communication and involvement are essential components of every aspect of the budget process.

### **Principles and Elements of the Budget Process**

The budget process consists of four broad principles that stem from the definition and mission previously described. These principles encompass many functions that spread across a governmental organization. They reflect the fact that development of a balanced budget is a political and managerial process that also has financial and technical dimensions. Each of the principles of the budget process incorporates components or elements that represent achievable results. These elements help translate the guiding principles into action components. Individual budgetary practices are derived from these elements and are a way to accomplish the elements. The principles and elements provide a structure to categorize budgetary practices.

- 1) Establish Broad Goals to Guide Government Decision-Making - A government should have broad goals that provide overall direction for the government and serve as a basis for decision making.
  - a) Assess community needs, priorities, challenges and opportunities
  - b) Identify opportunities and challenges for government services, capital assets, and management
  - c) Develop and disseminate broad goals
- 2) Develop Approaches to Achieve Goals – A government should have specific policies, plans, programs, and management strategies to define how it will achieve its long-term goals.
  - a) Adopt financial policies
  - b) Develop programmatic, operating, and capital policies and plans
  - c) Develop programs and services that are consistent with policies and plans
  - d) Develop management strategies
- 3) Develop a Budget Consistent with Approaches to Achieve Goals - A financial plan and budget that moves toward achievement of goals, within the constraints of available resources, should be prepared and adopted.
  - a) Develop a process for preparing and adopting a budget
  - b) Develop and evaluate financial options
  - c) Make choices necessary to adopt a budget
- 4) Evaluate Performance and Make Adjustments - Program and financial performance should be continually evaluated, and adjustments made, to encourage progress toward achieving goals.
  - a) Monitor, measure, and evaluate performance

## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

b) Make adjustments, as needed

### **Budget Roles and Responsibilities**

Traditionally, every City of College Park employee plays a role in the City's budget — whether in its formulation, preparation, implementation, administration, or evaluation.

The City divisions have **Budget Liaisons** that coordinate the day-to-day budget management within their respective divisions along with the Finance Department. The Budget Liaisons serve as the vital communication link between their City division and the Finance Department on matters related to their specific operating and capital budget. Budget Liaisons are responsible for revenue and expenditure forecasts, monthly expenditure and revenue variance analysis, calculating user and indirect cost rates, monitoring the budget, support to the Finance Department in the Comprehensive Annual Financial Report preparation, and preparing budget review materials for the Director of Finance and Accounting, Department Directors, City Manager, Mayor and City Council, media and citizen.

The **Department Directors** are responsible for reviewing historical performance, anticipating future problems and opportunities, considering alternative solutions, and modifying and assembling their program data into a cohesive budget information package.

Traditionally, each Department Director is responsible for evaluating, reviewing, justifying and prioritizing all operating and capital budget requests for their division. Only those requests, that a Department Director believes support the City Manager's work plan, administrative direction, and program objectives are to be submitted to the Finance Department.

The **Finance Department Staff** is responsible for preparing the multi-fund short-range and long-range revenue and expenditure forecasts, coordinating with Budget Liaisons in calculating user and indirect cost rates, developing the process and related forms for preparing and monitoring the budget, coordinating the compilation of budget data, analyzing operating and capital budget requests, supporting Finance Department in the Comprehensive Annual Financial Report preparation, asset monitoring, evaluating and summarizing budget requests from divisions and preparing budget review materials for the Director of Finance and Accounting, Department Directors, City Manager, Mayor and City Council, media and citizens.

The **Director of Finance and Accounting and Department Directors** collaborate in developing programmatic, operating, and capital policies and financial plans that help define how the City of College Park will achieve its long-term goals. They are traditionally responsible for reviewing the program operating budget and capital budget requests and working with program managers to develop service recommendations that are consistent with management strategies, and the City's Adopted Financial Policies

The **City Manager** is responsible for reviewing and submitting a balanced Citywide proposed budget to the Mayor and City Council. Traditionally, from January through March, the City Manager holds weekly meetings with the various Departments, Director of Finance and Accounting and Department Directors to ensure the staff is preparing a proposed budget that

## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

address Council's priorities and to provide guidance on key policy issues related to the budget development.

The **Mayor and City Council** set the policy direction for staff related to the forthcoming budget by establishing broad goals for the organization, which serve as a basis for decision-making. The Council reviews key aspects of the City Manager's proposed budget including an examination of the revenue forecast and related assumptions, employee compensation including healthcare and retirement costs, changes to rates and fees, comprehensive financial policies, debt schedules, property tax rate and the capital budget. The budget process culminates in late spring with the Mayor and City Council holding two public budget hearings. The Mayor and City Council are ultimately responsible for the review of the City Manager's proposed budget, tentative budget adoption and final adoption of the budget. All Council budget hearings are open to the public for comment.

### **City of College Park's Traditional Budget Process**

City of College Park's budget process is a key aspect of its strategic visioning and planning efforts - allowing the Mayor and City Council and staff the opportunity to reassess goals and objectives and the means for accomplishing them. The Mayor and City Council typically review the City's proposed budget in detail from April through the June adoption; they also traditionally provide input to the City Manager and staff throughout the year in regular Council meetings. In these meetings, the Mayor and City Council members collaborate to establish a mission and broad goals for the community, articulate their priorities, discuss relevant issues such as methods of expanding and enhancing public input, and the most recent Economic/Revenue Forecast, and emerging budget, legislative and policy issues.

### **Policy/Strategy Development and Prioritization Process Phase**

In the fall and spring, City Council typically reviews citizen input, Citizen Board feedback, Financial Policies, Economic Trends Analysis, citizen survey results and the most current Financial Forecast. They discuss broad organizational goals, priorities, and constituents' suggestions and expectations for College Park. From this, the Council establishes broad goals and strategic directives, which are the cornerstone for the development of the budget. These broad goals provide the overall direction for College Park and serve as a basis for decision-making. The executive and senior management staff updates City financial policies, plans, programs, and management strategies to define how the City will achieve the broad goals. It is within this framework that the City staff formulates the proposed Program Operating and Capital Budgets.

### **Budget Development and Prioritization Process Phase**

Traditionally, in the early fall, the Capital Improvement Plan (CIP) development begins. Capital project requests and changes to existing capital projects are reviewed by cross-divisional teams for accurate costing, congruence with City objectives and prioritized using a set of pre-determined criteria. Financing sources are then sought for the Highest-ranking projects. The City Manager and Department Directors are involved in this process. The CIP is also developed along with mid-level managers from various City divisions. The staff, when developing their Program



## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

Operating Budget plans, closely considers the ongoing operating impacts of current and proposed capital projects. Staff also considers Mayors and City Council's goals and strategic directives as they develop program objectives and work plans for the budget period. The staff also prepares their proposed Program Operating Budgets, which requires that the budget be prepared solely at the existing service operating levels – no modifications are permitted at this stage of the budget development process. The divisional staff is also asked to evaluate their programs and/or positions for possible trade-offs, reductions or eliminations, or service level changes to offset inflation, contractual, compensation, and benefit cost increases. Traditionally any proposed changes in service levels, new programs, population/service growth, additional staff, and program trade-offs resulting in service level reductions/increases must be submitted to the Finance and Accounting Department in the preliminary budget.

### **City Management Review and Modification Phase**

Traditionally, in the early winter, the divisions submit their proposed Program Operating Budget and Capital Project Budget requests to the Finance and Accounting Department. The initial multi-faceted review focuses on ascertaining the divisions complied with the Budget Department's budget instructions, reviewing the mathematical accuracy and logic of the divisional base budget, new employee requests and capital project requests. The review also includes a broader assessment of whether the divisional budget proposals address City Council's goals, strategic directives, and program service needs while maintaining a City-wide perspective ensuring the fiscal integrity of the City (not exceeding our forecasted resources/limits).

### **Mayor and City Council Budget Review and Adoption Phase**

In the early spring, the City Manager, Director of Finance and Accounting presents the proposed operating and capital budgets to the Mayor and Council citizens for consideration and further public input. The proposed budget is also communicated to the general public via the City's webpage. The City Manager, Mayor and Council along with the Director of Finance and Accounting and Department Directors holds public work sessions to review each division's proposed budget. This review focuses on how the division's program operating and capital budgets address citizens' priorities and City Council's goals. Additionally, there is a detail review of rates and fees, financial policies and compensation, including benefits. After the Mayor and Council complete their review of the City Manager's Proposed Budget, they recommend their changes to the budget. Next, two required public budget hearings are held and the Mayor and Council adopt the budget consistent with the City Ordinance and State law.

### **Implementing, Monitoring, and Amending the Budget Phase**

In July, the City staff begins the process of implementing the newly adopted budget and is accountable for budgetary control throughout the fiscal year. Revenue and expenditure patterns are examined, compared to budget plans, and corrective action, if necessary, is taken during the fiscal year. Members of the Finance and Accounting Department and divisional Budget Liaisons meet every month to review current demographic, economic and financial trends, which may impact the City, and to plan strategy to ensure the City's fiscal integrity. City management is

## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

also provided monthly Financial Reports disclosing actual revenue, expenditure, and fund balance performance as compared to the budget plan. These Reports also include updates on the uses of the current year contingency and the budget planning/ development for the coming fiscal year. The Mayor and City Council are provided a midyear budget, which highlights the variance of budgeted to actual expenditures for all funds.

College Park's programs and activities are periodically reviewed to determine if they are achieving City Council's goals, accomplishing strategic objectives and making efficient use of limited resources. The City Manager, Finance and Accounting Department and Department Directors provide assistance to staff in their review of programs. The staff of every City service or program is expected to conduct self-assessments and develop cost and quality measures of efficiency and effectiveness. Internal performance measurements are developed and reviewed on a periodic basis by management.

Ongoing monitoring of the City's financial performance is required of all Directors and Managers on a monthly basis. College Park's Program Operating and Capital Budget are adopted at a division level. The City uses the following as guidance throughout the fiscal year for adjustments to the budgeted amounts (Budget Amendment) and actual amounts (Adjusting Journal Entries). All proposed Budget Transfers and capital projects must be approved by the Department Director, Director of Finance and Accounting, and the City Manager before being submitted to the Mayor and City Council for consideration in a public meeting. If approved by City Council, the transfer is processed in the budget system by the Finance Department.

All Adjusting Journal Entry requests to actual expenditures require a written justification and an explanation of the fiscal impact, which is reviewed and approved by the Finance Department staff before being processed. All amendments to the budget require Mayor and City Council's prior approval at a public meeting before the adjustment can be made by staff. If approved, the transfer is processed in the budget system by the Finance Department staff.

### **Capital Improvement Programing**

#### **Introduction**

Capital improvement programming is a guide toward the efficient and effective provision of public facilities. Programming capital facilities over time can promote better use of the City's limited financial resources and assist in the coordination of public and private development. In addition, the programming process is valuable as a means of coordinating and taking advantage of joint planning and development of facilities where possible. By looking beyond year-to-year budgeting and projecting what, where, when and how capital investments should be made, capital programming enables public organizations to maintain an effective level of service for both the present and future population.

# **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

## **The Capital Improvement Program (“CIP”)**

The result of this continuing programming process is the Capital Improvement Program - the CIP – which is the City’s five-year roadmap for creating, maintaining and funding present and future infrastructure requirements. The Capital Improvement Program addresses the City’s needs relating to the acquisition, expansion and rehabilitation of long-lived facilities and systems. The CIP serves as a planning instrument to identify needed capital projects and coordinate the financing and timing of improvements in a way that maximizes the return to the public. It provides a planned and programmed approach to utilizing the City’s financial resources in the most responsive and efficient manner to meet its service and facility needs. It serves as a “blueprint” for the future of the community and is a dynamic tool, not a static document.

The underlying strategy of the CIP is to plan for land acquisition, construction and maintenance of public facilities necessary for the safe and efficient provision of public services in accordance with broad policies and objectives adopted in the County’s Comprehensive Plan. A critical element of a balanced CIP is the provision of funds to both preserve or enhance existing facilities and provide new assets to respond to changing service needs and community growth. While the program serves as a long range plan, it is reviewed and revised annually based on current circumstances and opportunities. Priorities may be changed due to funding opportunities or circumstances that cause a more rapid deterioration of an asset. Projects may be revised for significant costing variances.

The CIP is primarily a planning document. As such, it is subject to change each year as the needs of the community become more defined and projects move closer to final implementation. The adoption of the Capital Improvement Program is neither a commitment to a particular project nor a limitation to a particular cost. As a basic tool for scheduling anticipated capital projects and capital financing, the CIP is a key element in planning and controlling future debt service requirements. For this reason, the CIP includes some projects where needs have been defined, but specific solutions or funding amounts have not been identified.

When adopted, the CIP provides the framework for the City Manager, Mayor and Council with respect to managing bond sales, investment planning and project planning.

## **What is Capital Improvement Plan (CIP)?**

A Capital Improvement Plan is a comprehensive plan that projects the capital needs of the community. Generally, it is a cyclical process that projects the needs for a set number of years. Capital improvement plans are essential to sound infrastructure and long-term financial planning. The annual capital budget is derived from the long-term CIP.

The Capital budget authorizes and provides the basis for control of expenditures for the acquisition of significant City assets and construction of all capital facilities. A five-year CIP is developed and updated annually, including anticipated funding sources. This is done to ensure that the CIP continues to address the City’s highest priorities. Capital budget appropriations

## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

lapse at the end of the fiscal year, however, they may be re-budgeted by the City Council until the project is complete and capitalized in the accounting fixed asset records.

Three key elements constitute a CIP:

- Relatively high monetary value (at least \$5,000)
- Long life (five years or more)
- Results in creation of a fixed asset, or the revitalization of a fixed asset

A capital project includes one or more of the following items:

- Construction of new facilities
- Remodeling or expansion of existing facilities
- Purchase, improvement and development of land
- Operating equipment and machinery for new or expanded facilities
- Planning and engineering costs related to specific capital improvements
- Street construction, reconstruction, resurfacing or renovation

In general, automotive and other rolling stock, personal computers, and other equipment not attached to or parts of new facilities are not to be included as a CIP project. The exception to this is when the total dollar amount of all the items are of a considerable value that they are grouped together and considered as a single capital project.

### **CIP Linkages**

College Park comprehensive capital project planning process has two essential components:

- The Capital Improvement Program (Mid-term Element, 5-10 years)
- The Capital Budget (Short-term Element, 1 year)

The Annual Capital Budget serves to appropriate funds for specific facilities, equipment and improvements. For projects supported by the General Fund (Paydown Projects), the first year included in the CIP reflects the approved annual capital budget funding level. Funding for subsequent years in the program are included for planning purposes only and do not receive ultimate expenditure authority until they are eventually incorporated into the annual Capital Budget. In general, General Obligation Bond funded projects and projects supported by other financing, are reflected in the 5-year program as approved for funding and the cash flow required for spending is reflected in each year. The CIP is a “rolling” process and subsequent year items in the CIP are evaluated annually and advanced each fiscal year.

### **The CIP Process**

The capital program and budget is the result of an ongoing infrastructure planning process. Infrastructure planning decisions must be made with regard to both existing and new facilities and equipment. For existing facilities, the planning process addresses appropriate capital renewal strategies and repair versus replacement of facilities. New service demands are also considered since they often affect capital facility requirements. The CIP is developed annually using the following Principles of Capital Improvement Planning.

# **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

## **Principles of Sound Capital Improvement Planning**

The Mayor and Council adopted Comprehensive Master Land Plan. The Capital Improvement Program (CIP) shall execute the goals and objectives of the adopted Comprehensive Plan for Fairfax County.

The Mayor and Council adopted Comprehensive Master Land Plan. The Capital Improvement Program (CIP) shall execute the goals and objectives of the adopted Master Plan for College Park.

1. Criteria consistent with the Comprehensive Plan, and with the principles stated herein, shall be established to guide the selection and prioritization of CIP projects.
2. The development of the CIP shall be guided by the principles of life cycle planning to ensure that long-term maintenance, renewal and replacement requirements are adequately addressed to protect the County's investment and maximize the useful life of facilities. The County shall allocate an appropriate amount of its general operating, special revenue, enterprise and other funds to finance ongoing infrastructure maintenance, renewal and replacement of facilities. Facilities are defined to include all fixed installations constructed and/or maintained with public funds, including buildings and structures, utilities and related improvements.
3. The CIP shall include the fiscal impact of each project and identify unfunded capital requirements to adequately anticipate resource requirements and capacity to provide services beyond the planning period.
4. The CIP shall support the City's efforts to promote economic vitality and high quality of life. The CIP should recognize the revenue generating and/or cost avoiding value of making public infrastructure improvements to spur private reinvestment and revitalization in support of City's land use policy. The CIP shall support the City's efforts to encourage the development of affordable and effective multi-use public facilities as feasible.
5. The CIP shall be developed to provide facilities that are cost effective, consistent with appropriate best practice standards, community standards and expectations of useful life.
6. The City will endeavor to execute the projects as approved and scheduled in the CIP. Value engineering principles will continue to be applied to appropriate capital projects. Changes in project scope cost and scheduling will be subject to close scrutiny.

## **The CIP Review**

A CIP is reviewed by the City Manager, Director of Finance and Accounting, Department Directors and other staff members. Throughout the fiscal year a in depth analysis of the impact of the Capital Program on cash flow and bonding requirements is conducted, as well as the City's ability to finance, process, design and ultimately maintain projects.

## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

The overall goal of the CIP Review to develop CIP recommendations that:

- ✓ Preserve the past, by investing in the continued upgrade of City's assets and infrastructure;
- ✓ Protect the present with improvements to City's facilities; and
- ✓ Plan for the future.

Projects most often are forwarded to the team by a sponsoring department, which is responsible for their implementation. Being aware that there are always more project proposals submitted than can be funded in the 5 year CIP period, the team conducts an internal project ranking process. The criteria used in this internal ranking include, but are not limited to, public health and safety, federal or state mandates, preservation of the City's existing capital investment, alleviation of overcrowding, demand for services. While project ratings are important in determining recommended priorities, the realities of the City's financial situation are critical to all decisions.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**CAPITAL OUTLAY**

<b>DEPARTMENT</b>	<b>DESCRIPTION</b>	<b>NUMBER OF UNITS</b>	<b>COST PER UNIT</b>	<b>COUNCIL APPROVED</b>
Executive	Furniture/Fixtures Replace	1	1,500	-
<b>Subtotal - Executive</b>				-
MIS-Info Technology	Other Equipment/New	1	70,000	32,000
<b>Subtotal - MIS-Info Tecnology</b>				<b>32,000</b>
Engineering	Capital Improvement Fund	1	3,711,770	2,276,783
<b>Subtotal - Engineering</b>				<b>2,276,783</b>
Police Investigations	Communications	1	5,600	-
<b>Subtotal - Police Investigations</b>				-
Police Patrol	Police Technology	1	140,250	132,145
<b>Subtotal - Police Patrol</b>				<b>132,145</b>
Public Works	Infrastructure	1	220,000	220,000
<b>Subtotal - Public Works Administration</b>				<b>220,000</b>
Highway and Street	Street Resurfacing	1	125,000	125,000
<b>Subtotal - Highway and Street</b>				<b>125,000</b>
Recreation Facilities	Other Equipment/New	1	6,448	-
<b>Subtotal - Recreation Facilities</b>				-
<b>Grand Total - General Fund</b>				<b>2,785,928</b>
CDBG Fund	Capital Improvement Fund	1	56,914	56,914
<b>Subtotal - Confiscated Drugs</b>				<b>56,914</b>
Grant Funds	Capital Improvement Fund	1	195,998	195,998
<b>Subtotal - Grants</b>				<b>195,998</b>
S.P.L.O.S.T.	Buildings	1	436,000	436,000
<b>Subtotal - S.P.L.O.S.T.</b>				<b>436,000</b>
Water and Sewer Fund	Other System Improvements	1	470,465	470,465
<b>Subtotal - Water and Sewer Fund</b>				<b>470,465</b>

**CITY OF COLLEGE PARK, GEORGIA  
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**CAPITAL OUTLAY**

<b>DEPARTMENT</b>	<b>DESCRIPTION</b>	<b>NUMBER OF UNITS</b>	<b>COST PER UNIT</b>	<b>COUNCIL APPROVED</b>
Electric/Power Fund				
Electric/Line	Communications	1	15,000	15,000
	Capital Improvement Fund	1	150,000	150,000
	Electrical Improvements	1	375,000	375,000
	Other System Improvements	1	100,000	100,000
	Street Lighting	1	297,000	297,000
<b>Subtotal - Electric/Line</b>				<b>937,000</b>
Electric/Meter	Vehicle Replacement	1	9,300	9,300
	Other System Improvements	1	500,000	500,000
<b>Subtotal - Electric/Meter</b>				<b>509,300</b>
<b>Total - Electric/Power Fund</b>				<b>1,446,300</b>
Sanitation	Sanitation Containers	1	75,000	75,000
<b>Subtotal - Sanitation</b>				<b>75,000</b>
Convention Center	Furniture Fixtures/Replace	1	50,000	-
	Office Equipment/New	1	28,777	-
				-
	Other Equipment/New	1	48,500	-
	Other Equipment/Replace	1	297,500	-
<b>Subtotal - Convention Center</b>				<b>-</b>
Federal Aviation Administration (FAA)	Buildings	1	685,000	275,000
	Capital Improvement Fund	1	128,000	128,000
<b>Subtotal - FAA</b>				<b>403,000</b>
Business Industrial Development (BIDA)	Land Purchase Cost	1	4,490,000	4,490,000
<b>Subtotal - BIDA</b>				<b>4,490,000</b>
Storm Water Utility Fund	Improvements Storm Sewers	1	200,000	200,000
<b>Subtotal - Storm Water Utility Fund</b>				<b>200,000</b>
<b>Grand Total - Other Funds</b>				<b>7,773,677</b>
<b>Grand Total of General and Other Funds</b>				<b>10,559,605</b>



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Legislative/City Clerk

**Project Name or Title:**

Capital Improvement-Column Restoration Project

**Project Description:**

This capital improvement item is to provide restoration to the 39 white columns on the outside of the City Hall building.

**Project Justification and Impact:**

The City Hall building is over 20 years old. Restoring the columns is essential for maintaining the building's appearance and upkeep. Over the years, the columns have been exposed to the weather, and other destroying factors causing cracks, holes and buckling. Preventative maintenance should be performed on columns every 10 years.

**Project Costs: \$37,700**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$37,300	\$ -	\$ -	\$ -	\$ -	\$37,700

**Useful Life:** 30 - 50 Years

**Estimated Cost Beyond Five Year Program:** Routine pressure washing and painting expense will be incurred.

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Legislative/City Clerk

**Project Name or Title:**

Capital Improvement-Carpet Replacement

**Project Description:**

This capital improvement item is to provide replacement carpet for the south end of the City Hall building (Executive Offices, Council Chambers, Development Office and Executive Conference Room).

**Project Justification and Impact:**

The City Hall building is over 20 years old. Replacing the carpet is essential for maintaining the building's appearance and upkeep. The carpet on the north end of City Hall was replaced two years ago. The replacement carpet project was supposed to be completed in two consecutive budget years. .

**Project Costs:** \$39,465

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$39,465	\$ -	\$ -	\$ -	\$ -	\$39,465

**Useful Life:** 30 - 50 Years

**Estimated Cost Beyond Five Year Program:** Routine carpet cleaning expenses will be incurred.

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** NA

# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

**Department/Division:**

Information Technology

**Project Name or Title:**

Data Storage / CCPK (Domain Controller) replacement.

**Project Description:**

Necessary data center improvements include replacing the existing domain controller and expanding the data storage project begun in FY 2013. The current domain controller (known as CCPK5) is obsolete and prone to failures and errors. This controller directs network traffic for the city LAN and is vital to the health and security of the network.

The data storage expansion will allow more data to be backed up locally and to the “cloud” utilizing an appliance designed specifically for that purpose. The new data system is a significant update from the tapes that are sent offsite every Friday and must be recalled with an up to 4 hour wait in order to retrieve data and restore systems. Cloud storage will allow for the instant retrieval of data and the management necessary to support a 24/7 operation such as the city’s Public Safety department. The cloud vendor will also provide a disaster recovery site to spin up server(s) in the case of a disaster involving our local equipment. IT will also be able to utilize the system to test changes in live environments before making permanent upgrades by creating expendable clone servers in a virtual environment.

**Project Justification and Impact:**

It is important to virtualize what servers we can to ensure a unified management and backup system for all applications.

**Project Costs: \$20,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000

**Useful Life:** 3 - 5 years.

**Estimated Cost Beyond Five Year Program:** N/A

**Relationship to Other Primary Projects:** None

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Information Technology

**Project Name or Title:**

MS Exchange Server

**Project Description:**

Replace current MS Exchange 2003 Email Server with updated version.

**Project Justification and Impact:**

Currently using MS Exchange 2003. This will not work with Outlook on MAC or MS Office 2013.

**Project Costs: \$12,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000

**Useful Life:** 3 - 5 years.

**Estimated Cost Beyond Five Year Program:** N/A

**Relationship to Other Primary Projects:** None

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Engineering

**Project Name or Title:**

Godby Road and Old National Parkway TE Project

**Project Description:**

New sidewalk and lighting improvement down Godby Road

**Project Justification and Impact:**

This project will increase walkable for the locate public to walk down Godby Road inside College Park.

**Project Costs: \$20,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$20,000	\$ -	\$ -	\$ -	\$ -	\$20,000

**Useful Life:** 20 years.

**Estimated Cost Beyond Five Year Program:** Funding for advertising with come from this project.

**Funding Source:** GDOT/ARC Fund 80% of this project

**Relationship to Other Primary Projects:** None

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Engineering

**Project Name or Title:**

Buffington Road Sidewalk Project

**Project Description:**

New sidewalks down Buffington Road.

**Project Justification and Impact:**

This project will increase pedestrian access for the local business to walk down Buffington Road will shopping in and around our City of College Park.

**Project Costs: \$315,783**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$315,783	\$ -	\$ -	\$ -	\$ -	\$315,783

**Useful Life:** 20 years.

**Estimated Cost Beyond Five Year Program:**

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** None

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Engineering

**Project Name or Title:**

GDOT/ARC Grant Phoenix Trail

**Project Description:**

New bicycle path and walking trail up and down CSX Railroad from West Point Avenue to the deadend

**Project Justification and Impact:**

College Park and MARTA have an Intergovernmental Agreement (IGA) with College park's commitment \$236,000. Engineering Services \$40,000 Construction Cost \$156,000 Right-of-Way Cost \$40,000.

**Project Costs: \$819,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$819,000	\$ -	\$ -	\$ -	\$ -	\$819,000

**Useful Life:** 20 years.

**Estimated Cost Beyond Five Year Program:** Funding for advertising with come from this project.

**Funding Source:** GDOT/ARC Fund 80%

**Relationship to Other Primary Projects:** None

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Engineering

**Project Name or Title:**

Main Street TE Project

**Project Description:**

New sidewalk and lighting improvement down Main Street

**Project Justification and Impact:**

This project will increase walkable for the locate business to walk down Main Street will shopping in and around our city of College Park

**Project Costs: \$500,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$500,000	\$ -	\$ -	\$ -	\$ -	\$500,000

**Useful Life:** 20 years.

**Estimated Cost Beyond Five Year Program:**

**Funding Source:** GDOT/ARC Fund 50% of this project

**Relationship to Other Primary Projects:** None



# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

**Department/Division:**

Engineering

**Project Name or Title:**

Quiet Zone along Main Street College Park

**Project Description:**

Upgrade to railroad grade crossing at Harvard Ave. and Rugby Ave. to form a quiet zone.

**Project Justification and Impact:**

Diagnostic Review Team. Campbell Technology Corporation (CTC) worked with the City of College Park to conduct a Quiet Zone Assessment Study to determine the possibility of creating a quiet zone at four identified at-grade rail crossings. Two of the crossings along the CSX Railway line were roadway crossings and two were Pedestrian Railway crossings. As part of CTC on-site diagnostic field work; coordinating project elements with State and federal approval agencies; developing project cost estimates with CSX Railway officials; preparing conceptual layouts for recommended Supplementary Safety Measures (SSMs); and prepare final report recommending SSM design and improvement plans that take into account pedestrian safety, trail, and crossing aesthetics.

**Project Costs:** \$622,000

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$622,000	\$ -	\$ -	\$ -	\$ -	\$622,000

**Useful Life:** 20 years.

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** Congestion Mitigation Air Quality funding (50%)

**Relationship to Other Primary Projects:** None

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Development & Engineering Department

**Project Name or Title:**

College Park, TE 209 Main Streets & Lighting

**Project Description:**

New sidewalk improvements on Old National Highway between Sullivan Road and Interstate 85 Running on the Westside of Old National Highway.

**Project Justification and Impact:**

This project will increase walk able for the locate business to walk down Old National Highway between Sullivan Road for shopping in and around our city of College Park. Project.

**Project Costs: \$195,998**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$195,998	\$ -	\$ -	\$ -	\$ -	\$195,998

**Useful Life:** 30 Years

**Estimated Cost Beyond Five Year Program:** \$3,000-\$5,000

**Funding Source:** MARTA Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Development & Engineering Department

**Project Name or Title:**

College Park, TE PI002314 Main Street Streetscape

**Project Description:**

New sidewalk and lighting improvement down Main Street on the Westside of Highway 29 only.

**Project Justification and Impact:**

This project will increase walk able for the locate business to walk down Main Street will shopping in and around our city of College Park. Project construction starts on Princeton Avenue and ends at Harvard Avenue. The Georgia Department of Transportation LET date is schedule for December 2014.

**Project Costs: \$56,914**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$56,914	\$ -	\$ -	\$ -	\$ -	\$56,914

**Useful Life:** 20 Years

**Estimated Cost Beyond Five Year Program:** \$3,000-\$5,000

**Funding Source:** CDBG Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Police/Patrol

**Project Name or Title:**

Public Safety Surveillance Cameras

**Project Description:**

This Capital improvement item is to purchase Surveillance Cameras

**Project Justification and Impact:**

Enhance our existing camera system. This enhancement will consist of an additional 12 cameras located within the City's recreational parks and in and around our hospitality districts or any other predetermined area. Included with the 12 cameras will be all necessary supporting computer servers, hardware, software, and enhanced connectivity to the surveillance system network.

**Project Costs: \$11,100**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$11,100	\$ -	\$ -	\$ -	\$ -	\$11,100

**Useful Life:** 7 - 10 Years

**Estimated Cost Beyond Five Year Program:** Replacement

**Funding Source:** Police Technology Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Police/Patrol

**Project Name or Title:**

Mobile License Plate Readers

**Project Description:**

This Capital Improvement Request is to expand and replace deployment of License Plate Reader technology on certain patrol cars.

**Project Justification and Impact:**

The City of College Park as the transportation gateway to Georgia and the Southeast US brings a heavy volume of vehicular traffic on its interstate highways and surface streets. LPR technology will aid the Police Department in detection of motor vehicles operating in violation of law, not limited to, but including stolen vehicles, wanted vehicles/persons, suspended license, etc.

**Project Costs: \$45,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$45,000	\$ -	\$ -	\$ -	\$ -	\$45,000

**Useful Life:** 7 - 10 Years

**Estimated Cost Beyond Five Year Program:** Replacement

**Funding Source:** Police Technology Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Police/Patrol

**Project Name or Title:**

Replace Mobile Video Systems in Patrol Units

**Project Description:**

This Capital Improvement Request is to replace and update old mobile video systems deployed in patrol cars.

**Project Justification and Impact:**

Many of the current mobile video recording systems currently deployed in patrol cars are going on eight (8) years old. Their operational age is at the end of their expected use cycle, therefore availability of replacement parts and technical support for the oldest units are phasing out.

**Project Costs: \$29,005**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$29,005	\$ -	\$ -	\$ -	\$ -	\$29,005

**Useful Life:** 7 - 10 Years

**Estimated Cost Beyond Five Year Program:** Replacement

**Funding Source:** Police Technology Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Police/Patrol

**Project Name or Title:**

Stationary License Plate Readers With PTZ Camera

**Project Description:**

This Capital Improvement Request is to expand deployment of License Plate Reader (LPR) technology in a stationary platform in specific locations.

**Project Justification and Impact:**

The City of College Park as the transportation gateway to Georgia and the Southeastern U.S. brings a heavy volume of vehicular traffic on its interstate highways and surface streets. LPR technology will aid the Police Department in detection of motor vehicles operating in violation of law, not limited to, but including stolen vehicles, wanted vehicles/persons, suspended license, etc. Deployment of stationary LPR's in conjunction with a PTZ camera in a targeted area can aid in the interruption of crimes in progress and provide valuable investigative leads in criminal investigations in areas where deployed. The use of stationary LPR's is a growing trend throughout the nation, especially in metropolitan areas.

**Project Costs:** \$47,040

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$47,040	\$ -	\$ -	\$ -	\$ -	\$47,040

**Useful Life:** 7 - 10 Years

**Estimated Cost Beyond Five Year Program:** Replacement

**Funding Source:** Police Technology Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Fire Suppression

**Project Name or Title:**

Renovation of Fire Station 2 located at 2336 Sullivan Road

**Project Description:**

This capital improvement item is to provide resources for the renovation of Fire Station 2; The current facility is in need of drastic repairs. Facility is not able to accommodate personnel and fire equipment. The renovation will upgrade the current outdated facility.

**Project Justification and Impact:**

Remodeling the station will allow the Department to have third station that will improve the emergency response times to various parts of the City.

**Project Costs:** \$533,000

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$533,000	\$ -	\$ -	\$ -	\$ -	\$533,000

**Useful Life:** 30 - 50 Years

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** NA



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**  
Fire Suppression

**Project Name or Title:**  
Construction of Godby Road Fire Station # 3

**Project Description:**  
This capital improvement item is to provide resources for the construction of Fire Station 3.

**Project Justification and Impact:**  
Construction of this station will allow the Department to have a third station that will improve the emergency response times to various parts of the City.

**Project Costs:** \$1,573,000

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$436,000	\$ -	\$ -	\$ -	\$ -	\$436,000

**Useful Life:** 30 - 50 Years

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** SPLOST Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Public Works/Administration

**Project Name or Title:**

Herschel Rd. Bridge Railing & Repair and Pedestrian Bridge Installation

**Project Description:**

Replace Bridge Railings and Install Pedestrian Bridge

**Project Justification and Impact:**

Current railings are damaged and in need of replacement. There is not a pedestrian walkway along the bridge. Currently pedestrians must walk into the roadway to cross over the bridge.

**Project Costs: \$220,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$220,000	\$ -	\$ -	\$ -	\$ -	\$220,000

**Useful Life:** 30 - 50 Years

**Estimated Cost Beyond Five Year Program:** \$3,000-\$5,000

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Public Works/ Highways and Streets Division

**Project Name or Title:**

Street Resurfacing for DOT Local Maintenance and Improvement Grant Program

**Project Description:**

Replace Bridge Railings and Install Pedestrian Bridge

**Project Justification and Impact:**

This capital improvement item is to allocate funds so that priority streets with deficiencies can be restored under the GDOT LMIG Program.

**Project Costs: \$125,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$125,000	\$ -	\$ -	\$ -	\$ -	\$125,000

**Useful Life:** 7 - 10 Years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** General Fund/Grant Funded

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Public Works/Water and Sewer

**Project Name or Title:**

Chemical Feeder/Odor Control

**Project Description:**

Chemical Feeder/Odor Control-PH Control

**Project Justification and Impact:**

Chemical Injection for proper PH control of wastewater stream to City of Atlanta Flint River Pumping Station

**Project Costs:** \$60,000

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$60,000	\$ -	\$ -	\$ -	\$ -	\$60,000

**Useful Life:** N/A

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** Water and Sewer Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Public Works/Water and Sewer

**Project Name or Title:**

Water Meter Replacement Program(GEFA)

**Project Description:**

To replace approximately 3,000 old, worn outdated water meters for residential and commercial customers.

**Project Justification and Impact:**

The City of College Park has approximately 3,000 meters in poor condition. The replacement of these meters will allow the Meter Readers to obtain more accurate data.

**Project Costs: \$410,465**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$410,465	\$ -	\$ -	\$ -	\$ -	\$410,465

**Useful Life:** N/A

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** Water and Sewer Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Electric/Line

**Project Name or Title:**

Large Customer Line Extension

**Project Description:**

Install new power system for development of potential large customer(s) that may present opportunities during this fiscal year.

**Project Justification and Impact:**

This Project will only be activated if a new large power customer.

**Project Costs: \$150,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000

**Useful Life:** N/A

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** Water and Sewer Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Electric/Line

**Project Name or Title:**

Godby Road Line Upgrade

**Project Description:**

Relocate and upgrade distribution system with new hardware, poles, and insulators..

**Project Justification and Impact:**

The Godby Road widening project will require relocation of poles and necessary upgrades. Completing this project will improve system reliability and reduce power outages and eliminate conflicts with the new road.

**Project Costs: \$250,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$250,000	\$ -	\$ -	\$ -	\$ -	\$250,000

**Useful Life:** N/A

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** Electric Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Electric/Line

**Project Name or Title:**

Greensprings – Roosevelt Crossing Tie Line

**Project Description:**

Construction of a tie line to provide a back-up power source.

**Project Justification and Impact:**

The tie line will provide a back-up loop feed power source between Edison and West Fayetteville Substations in case power fails from either station and the outage is expected to be a long duration.

**Project Costs:** \$25,000

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$25,000	\$ -	\$ -	\$ -	\$ -	\$25,000

**Useful Life:** N/A

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** Electric Fund

**Relationship to Other Primary Projects:** NA



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Electric/Line

**Project Name or Title:**

Godby Road Line Upgrade

**Project Description:**

Relocate and upgrade distribution system with new hardware, poles, and insulators..

**Project Justification and Impact:**

The Godby Road widening project will require relocation of poles and necessary upgrades. Completing this project will improve system reliability and reduce power outages and eliminate conflicts with the new road.

**Project Costs: \$100,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$50,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$550,000

**Useful Life:** N/A

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** Electric Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Electric/Line

**Project Name or Title:**

SPCC System Construction

**Project Description:**

Spill Prevention and Control Countermeasures (SPCC) construction & installation at four sites as defined by EPA Title 40 CFR Part 112. The sites are 1. Edison Drive Substation; 2. West Fayetteville Substation; 3. GICC; 4. Power Department Storage Facility at 1060 Forest Parkway

**Project Justification and Impact:**

To install a spill containment for oils should a transformer or substation equipment rupture by regulations of the EPA

**Project Costs: \$100,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$100,000	\$ -	\$ -	\$ -	\$ -	\$100,000

**Useful Life:** N/A

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** Electric Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Electric/Line

**Project Name or Title:**

SCADA Communication Upgrade

**Project Description:**

Upgrading substation SCADA equipment for improved reliability and reduced maintenance.

**Project Justification and Impact:**

This project replaces obsolete communication equipment that is no longer being manufactured and difficult to maintain due to decreasing spare parts.

**Project Costs: \$15,000**

<b>PriorYear</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>Total</b>
\$ -	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** Electric Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Electric/Line

**Project Name or Title:**

Decorative Lighting

**Project Description:**

Decorative lighting fixtures, poles and hardware meeting the City's established decorative standard.

**Project Justification and Impact:**

Required stock replacement for damaged existing lighting and stock for developers.

**Project Costs:** \$15,000

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$90,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** Electric Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Electric/Line

**Project Name or Title:**

Main Street Streetscape

**Project Description:**

Install 12 decorative light assemblies & 6 lighted bollards with associated wiring and conduit systems.

**Project Justification and Impact:**

Materials and labor required to install decorative lighting system for the approved streetscape project.

**Project Costs:** \$50,000

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$50,000	\$ -	\$ -	\$ -	\$ -	\$50,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** Electric Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Electric/Line

**Project Name or Title:**

Old National Highway Streetscape

**Project Description:**

Install 53 decorative light assemblies with associated wiring and conduit system for Streetscape.

**Project Justification and Impact:**

Materials and labor required to install decorative lighting system for the approved streetscape project.

**Project Costs: \$212,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$212,000	\$ -	\$ -	\$ -	\$ -	\$212,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** Electric Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Electric/Line

**Project Name or Title:**

Street & Private Lighting

**Project Description:**

Customer requested lighting to provide safety and security both in public and private area lighting applications.

**Project Justification and Impact:**

Continue new installation and replacements of street and security lighting for the customers in the City for safety and security.

**Project Costs:** \$20,000

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** Electric Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Electric/Line

**Project Name or Title:**

Itron MC Lyte Reader

**Project Description:**

Add this reading device to replace an obsolete reader and increase the read coverage.

**Project Justification and Impact:**

The current Itron hand held readers are already obsolete and need replacing. If the AMI system is not installed quickly on reader needs to be replaced. The MC Lyte reader is recommended for better coverage. Expedited installation of the AMI system will avoid the purchase of this reader.

**Project Costs: \$9,300**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$9,300	\$ -	\$ -	\$ -	\$ -	\$9,300

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** Electric Fund

**Relationship to Other Primary Projects:** NA



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Electric/Line

**Project Name or Title:**

AMI – Advanced Metering Infrastructure

**Project Description:**

Replace all existing electric meters with meters that allow remote read and disconnect from one central location.

**Project Justification and Impact:**

The current meter reading system is somewhat automated, but still needs personnel to travel to locations to get the readings. An AMI system is a 2-way communication with each meter allowing remote reads, disconnects, connects and information. An AMI system will also allow for pre-paid billing which will be an option to the customer instead of a high deposit and will eventually lead to a reduction of uncollected bills.

**Project Costs: \$500,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** Routine maintenance

**Funding Source:** Electric Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Public Works/Sanitation

**Project Name or Title:**

Container Replacement Program

**Project Description:**

To replace old and worn out front load containers

**Project Justification and Impact:**

The current containers are damaged beyond repair.

**Project Costs:** \$75,000

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$75,000	\$75,000	\$50,000	\$40,000	\$40,000	\$40,000	\$320,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** Sanitation Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Convention Center

**Project Name or Title:**

Capital Improvement-Avaya Phone System

**Project Description:**

This capital improvement item is to provide resources for the purchase/upgrade of our existing Avaya Phone System

**Project Justification and Impact:**

The Georgia International Convention Center (GICC) has been operating at its new location since April 2003. The current Avaya Phone System is behind in technology, parts are obsolete and difficult to acquire. This system is an essential function of the GICC in providing inside and outside communication streams. This project is in conformity with the Master Plan in maintaining an efficient and safe operating facility for the GICC.

**Project Costs: \$40,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$40,000	\$ -	\$ -	\$ -	\$ -	\$40,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** Bond Refinancing

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Convention Center

**Project Name or Title:**

Capital Improvement-Banquet Chairs

**Project Description:**

This capital improvement item is to provide resources for the purchase/replacement of new banquet chairs.

**Project Justification and Impact:**

The Georgia International Convention Center (GICC) has been operating at its new location since April 2003. The current banquet chairs were purchased in 2003 and are showing wear and tear from use over the past ten years. We have had them cleaned numerous times which is taking a toll on the fabric. The fabric on the current chairs is no longer available. Replacement to be made in three purchases. This project is in conformity with the Master Plan in maintaining an efficient and safe operating facility for the GICC..

**Project Costs: \$371,250**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$371,250	\$ -	\$ -	\$ -	\$ -	\$371,250

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** None.

**Funding Source:** Bond Refinancing

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Convention Center

**Project Name or Title:**

Capital Improvement-Daktronics Digital Video Screens

**Project Description:**

This capital improvement item is to provide resources for the replacement/purchase of our current outdoor video screens.

**Project Justification and Impact:**

The Georgia International Convention Center (GICC) has been operating at its new location since April 2003. The existing outdoor video screens are behind in technology, replacement/repair parts are obsolete and the system is hard to maintain. The new system will allow us more flexibility with our clients as well as the marketing effort of selling advertisement on HDMI video screens resulting in larger revenue dollars. This project is in conformity with the Master Plan in maintaining an efficient and safe operating facility for the GICC.

**Project Costs: \$600,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$600,000	\$ -	\$ -	\$ -	\$ -	\$600,000

**Useful Life:** 5 Years

**Estimated Cost Beyond Five Year Program:** None.

**Funding Source:** Bond Refinancing

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Convention Center

**Project Name or Title:**

Capital Improvement-Hasselblad System

**Project Description:**

This capital improvement item is to provide resources for the purchase of a Hasselblad Digital Photo System.

**Project Justification and Impact:**

The Georgia International Convention Center (GICC) has been operating at its new location since April 2003. The existing outdoor video screens are behind in technology, replacement/repair parts are obsolete and the system is hard to maintain. The new system will allow us more flexibility with our clients as well as the marketing effort of selling advertisement on HDMI video screens resulting in larger revenue dollars. This project is in conformity with the Master Plan in maintaining an efficient and safe operating facility for the GICC.

**Project Costs: \$30,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$30,000	\$ -	\$ -	\$ -	\$ -	\$30,000

**Useful Life:** 5 Years

**Estimated Cost Beyond Five Year Program:** None.

**Funding Source:** Bond Refinancing

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Convention Center

**Project Name or Title:**

Capital Improvement-Salon Acoustic Panel

**Project Description:**

This capital improvement item is to provide resources for the purchase/replacement of fabric for the International Salon acoustic wall panels.

**Project Justification and Impact:**

The Georgia International Convention Center (GICC) has been operating at its new location since April 2003. The existing wall panels are torn, damaged and are in need of replacing. Wall fabrics need replacement as they age. This project is in conformity with the Master Plan in maintaining an efficient and safe operating facility for the GICC.

**Project Costs: \$50,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$50,000	\$ -	\$ -	\$ -	\$ -	\$50,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** None.

**Funding Source:** Bond Refinancing

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Convention Center

**Project Name or Title:**

Capital Improvement-Carpet Replacement Salons

**Project Description:**

This capital improvement item is to provide resources for the purchase/replacement of carpet in Salons.

**Project Justification and Impact:**

The Georgia International Convention Center (GICC) has been operating at its new location since April 2003. The existing wall panels are torn, damaged and are in need of replacing. Wall fabrics need replacement as they age. This project is in conformity with the Master Plan in maintaining an efficient and safe operating facility for the GICC.

**Project Costs: \$500,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$500,000	\$ -	\$ -	\$ -	\$ -	\$500,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** None.

**Funding Source:** Bond Refinancing

**Relationship to Other Primary Projects:** NA



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Convention Center

**Project Name or Title:**

Capital Improvement-Ottomans

**Project Description:**

This capital improvement item is to provide resources for the purchase/replacement of Ottomans.

**Project Justification and Impact:**

The Georgia International Convention Center (GICC) has been operating at its new location since April 2003. The existing wall panels are torn, damaged and are in need of replacing. Wall fabrics need replacement as they age. This project is in conformity with the Master Plan in maintaining an efficient and safe operating facility for the GICC.

**Project Costs: \$150,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$150,000	\$ -	\$ -	\$ -	\$ -	\$150,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** None.

**Funding Source:** Bond Refinancing

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Convention Center

**Project Name or Title:**

Capital Improvement-Stackable Chairs

**Project Description:**

This capital improvement item is to provide resources for the purchase/replacement of stackable chairs.

**Project Justification and Impact:**

The Georgia International Convention Center (GICC) has been operating at its new location since April 2003. The existing wall panels are torn, damaged and are in need of replacing. Wall fabrics need replacement as they age. This project is in conformity with the Master Plan in maintaining an efficient and safe operating facility for the GICC.

**Project Costs: \$100,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$100,000	\$100,000	\$100,000	\$ -	\$ -	\$300,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** None.

**Funding Source:** Bond Refinancing

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Convention Center

**Project Name or Title:**

Capital Improvement-Carpet Replacement

**Project Description:**

This capital improvement item is to provide resources for the purchase/replacement of approximately 192,000 square feet of Axminster Carpet in the facility

**Project Justification and Impact:**

The Georgia International Convention Center (GICC) has been operating at its new location since April 2003. The existing wall panels are torn, damaged and are in need of replacing. Wall fabrics need replacement as they age. This project is in conformity with the Master Plan in maintaining an efficient and safe operating facility for the GICC.

**Project Costs: \$634,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$634,000	\$633,000	\$ -	\$ -	\$ -	\$1,268,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** None.

**Funding Source:** Bond Refinancing

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Convention Center

**Project Name or Title:**

Capital Improvement-Refurbish Culinary Arts Center.

**Project Description:**

This capital improvement item is to provide resources for the refurbishment of the GICC Culinary Arts Center.

**Project Justification and Impact:**

The Georgia International Convention Center (GICC) has been operating at its new location since April 2003. The existing wall panels are torn, damaged and are in need of replacing. Wall fabrics need replacement as they age. This project is in conformity with the Master Plan in maintaining an efficient and safe operating facility for the GICC.

**Project Costs: \$750,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$750,000	\$ -	\$ -	\$ -	\$ -	\$750,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** None.

**Funding Source:** Bond Refinancing

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Federal Aviation Administration

**Project Name or Title:**

T8 Light Fixtures

**Project Description:**

We have approximately 4,000 T12 light fixtures in the building. GE has advised they will discontinue manufacturing T12 light fixtures in July 2012. We will replace them with T8 light fixtures

**Project Justification and Impact:**

The new T8 light fixtures will save us approximately \$90,000 a year. We estimate the pay back for this investment in 3.5 years.

**Project Costs: \$550,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$550,000	\$ -	\$ -	\$ -	\$ -	\$550,000

**Useful Life:** 15-20 Years

**Estimated Cost Beyond Five Year Program:** None.

**Funding Source:** Capital Improvement Cash Reserves

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Federal Aviation Administration

**Project Name or Title:**

Chiller Panel Upgrade

**Project Description:**

Conversion of existing Trane CenTraVac chiller control processor and operator interface to the current production Tracer CenTraVac AdaptiView display and control system.

**Project Justification and Impact:**

Our present equipment is outdated and the controls that operate the equipment needs updating.

**Project Costs: \$53,000**

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$53,000	\$ -	\$ -	\$ -	\$ -	\$53,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** None.

**Funding Source:** FAA Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Federal Aviation Administration

**Project Name or Title:**

New A/C Roof Top Unit

**Project Description:**

Replace existing Trane unit that we presently have which is approximately 20 years old with a new Trane unit.

**Project Justification and Impact:**

The existing unit is too old, the condenser has leaks and it's difficult to get parts for the existing unit.

**Project Costs:** \$75,000

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$75,000	\$ -	\$ -	\$ -	\$ -	\$75,000

**Useful Life:** 12 Years

**Estimated Cost Beyond Five Year Program:** None.

**Funding Source:** FAA Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**

Business Industrial Development Authority

**Project Name or Title:**

Land Purchase

**Project Description:**

This project is to purchase land.

**Project Justification and Impact:**

The City of College Park purchases land for sale and redevelopment.

**Project Costs:** \$4,490,000

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$4,490,000	\$ -	\$ -	\$ -	\$ -	\$4,490,000

**Useful Life:** 30 Years

**Estimated Cost Beyond Five Year Program:** None.

**Funding Source:** BIDA Fund

**Relationship to Other Primary Projects:** NA



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department/Division:**  
Public Works/Storm Water

**Project Name or Title:**  
Storm Sewer Improvements

**Project Description:**  
Rehabilitate corroded metal pipe under roadways.

**Project Justification and Impact:**  
The current storm sewers have metal pipe crossing roadways. The CCTV inspection has found some Pipes showing signs of distress. Rehabilitating these sections of pipe in the early stages will extend the life of the pipe for about 20-30 years and prove to be more cost effective.

**Project Costs:** \$200,000

<u>PriorYear</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Total</u>
\$ -	\$200,000	\$175,000	\$375,000	\$375,000	\$400,000	\$1,525,000

**Useful Life:** 30 Years

**Estimated Cost Beyond Five Year Program:** None.

**Funding Source:** Storm Water Fund

**Relationship to Other Primary Projects:** NA

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

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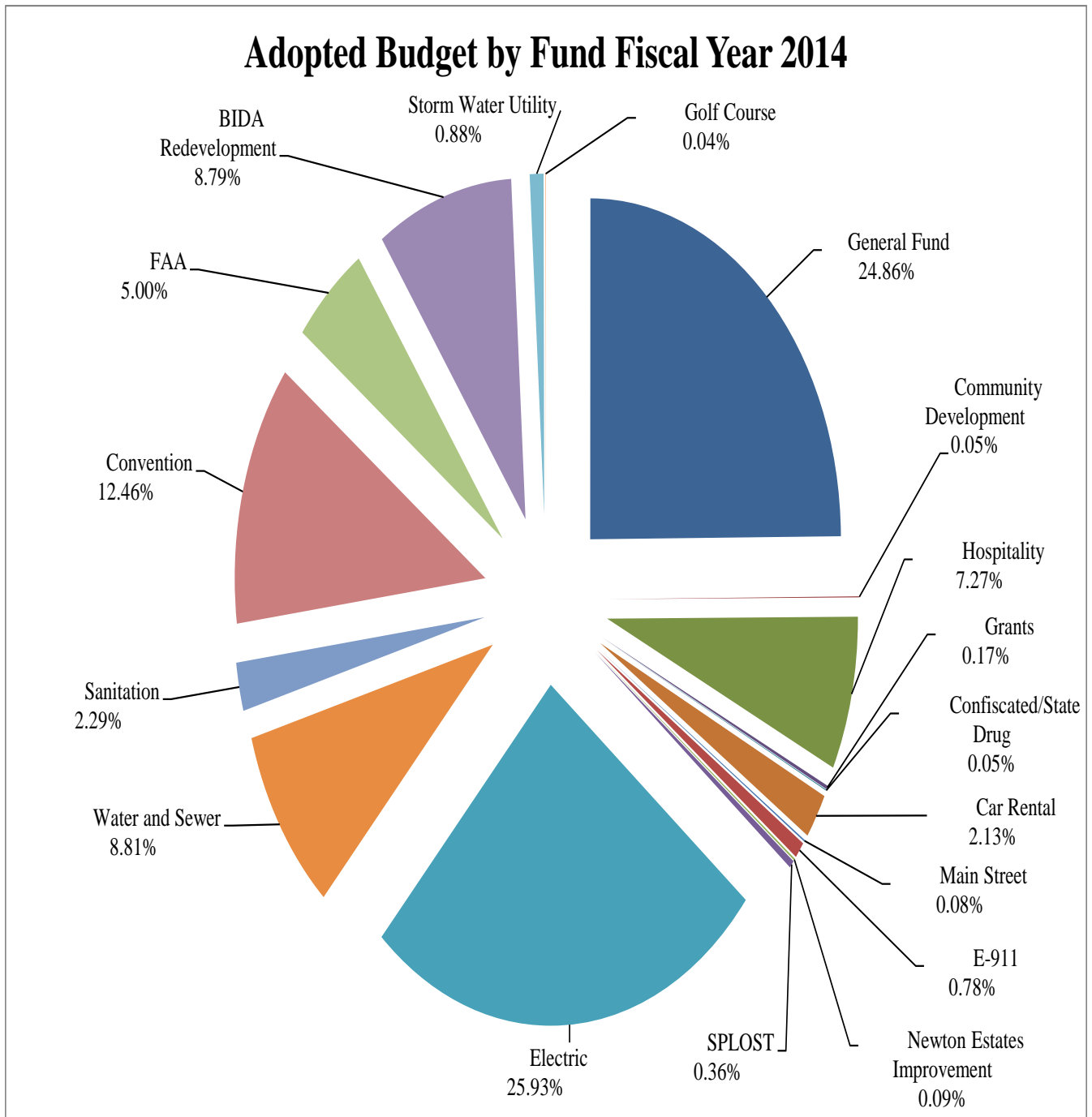
# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

TABLE 1  
CITY WIDE ADOPTED BUDGET

	Actual Fiscal 2011	Actual Fiscal 2012	Amended Fiscal 2013	Adopted Fiscal 2014	Dollar Change 2013 to 2014	Percent Change 2013 to 2014
<b>REVENUES</b>						
General Fund	26,571,972	29,746,526	30,408,085	29,785,001	(623,084)	-2.0%
<b>Special Revenue Funds:</b>						
Community Development	108,048	107,492	-	56,914	56,914	100.0%
Hospitality	7,229,495	9,007,240	8,518,970	8,706,970	188,000	2.2%
Grants	591,452	246,638	317,599	205,451	(112,148)	-35.3%
Confiscated Drug	368	51,968	55,475	55,475	-	0.0%
State Drug Fund	9,566	787	-	1,006	1,006	100.0%
Car Rental	2,467,324	2,669,568	2,501,150	2,550,500	49,350	2.0%
Main Street	190,477	120,185	104,156	95,113	(9,043)	-8.7%
E-911	736,944	853,816	910,565	934,791	24,226	2.7%
Newton Estates Improvement	131,818	109,024	105,200	105,850	650	0.6%
SPLOST Fund	454,594	465,998	436,000	436,000	-	0.0%
<b>Enterprise Funds:</b>						
Electric	23,662,145	25,453,097	29,988,000	31,055,424	1,067,424	3.6%
Water and Sewer	8,814,920	9,063,463	11,544,309	10,552,812	(991,497)	-8.6%
Sanitation	2,732,796	2,439,580	2,750,000	2,745,000	(5,000)	-0.2%
Convention	13,085,641	18,024,658	15,027,930	14,888,237	(139,693)	-0.9%
FAA	2,889,667	1,506,039	7,052,680	5,991,906	(1,060,774)	-15.0%
BIDA Redevelopment	5,551,243	4,525,779	6,304,457	10,523,466	4,219,009	66.9%
Storm Water Utility	854,607	811,618	855,000	1,055,000	200,000	23.4%
Golf Course	44,682	46,817	54,152	43,175	(10,977)	-20.3%
<b>TOTAL REVENUES</b>	<b>96,127,759</b>	<b>105,250,293</b>	<b>116,933,728</b>	<b>119,788,091</b>	<b>2,854,363</b>	<b>2.4%</b>
<b>EXPENDITURES</b>						
General Fund	29,295,927	28,854,206	30,408,085	29,785,001	(623,084)	-2.0%
<b>Special Revenue Funds:</b>						
Community Development	107,603	107,340	-	56,914	56,914	100.0%
Hospitality	6,552,055	8,740,227	8,518,970	8,706,970	188,000	2.2%
Grants	615,433	248,638	317,599	205,451	(112,148)	-35.3%
Confiscated Drug	24,843	51,968	55,475	55,475	-	0.0%
State Drug Fund	17,406	787	-	1,006	1,006	100.0%
E-911	730,404	809,755	910,565	934,791	24,226	2.7%
Newton Estates Improvement	105,200	109,024	105,200	105,850	650	0.6%
Car Rental	2,128,601	2,773,058	2,501,150	2,550,500	49,350	2.0%
Main Street	151,106	128,791	104,206	95,113	(9,093)	-8.7%
SPLOST Fund	30,882	32	436,000	436,000	-	0.0%
<b>Enterprise Funds:</b>						
Electric	26,497,598	30,224,356	29,988,000	31,055,424	1,067,424	3.6%
Water and Sewer	7,723,049	8,932,566	11,544,309	10,552,812	(991,497)	-8.6%
Sanitation	2,738,628	2,793,783	2,750,000	2,745,000	(5,000)	-0.2%
Convention	15,258,592	11,153,201	15,027,930	14,888,237	(139,693)	-0.9%
FAA	2,910,645	2,039,168	7,052,680	5,991,906	(1,060,774)	-15.0%
BIDA Redevelopment	5,990,619	5,387,896	6,304,457	10,523,466	4,219,009	66.9%
Storm Water Utility	724,411	676,429	855,000	1,055,000	200,000	23.4%
Golf Course	96,219	83,487	54,152	43,175	(10,977)	-20.3%
<b>TOTAL EXPENSES</b>	<b>101,699,221</b>	<b>103,114,712</b>	<b>116,933,778</b>	<b>119,788,091</b>	<b>2,854,313</b>	<b>2.4%</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**



# CITY OF COLLEGE PARK, GEORGIA

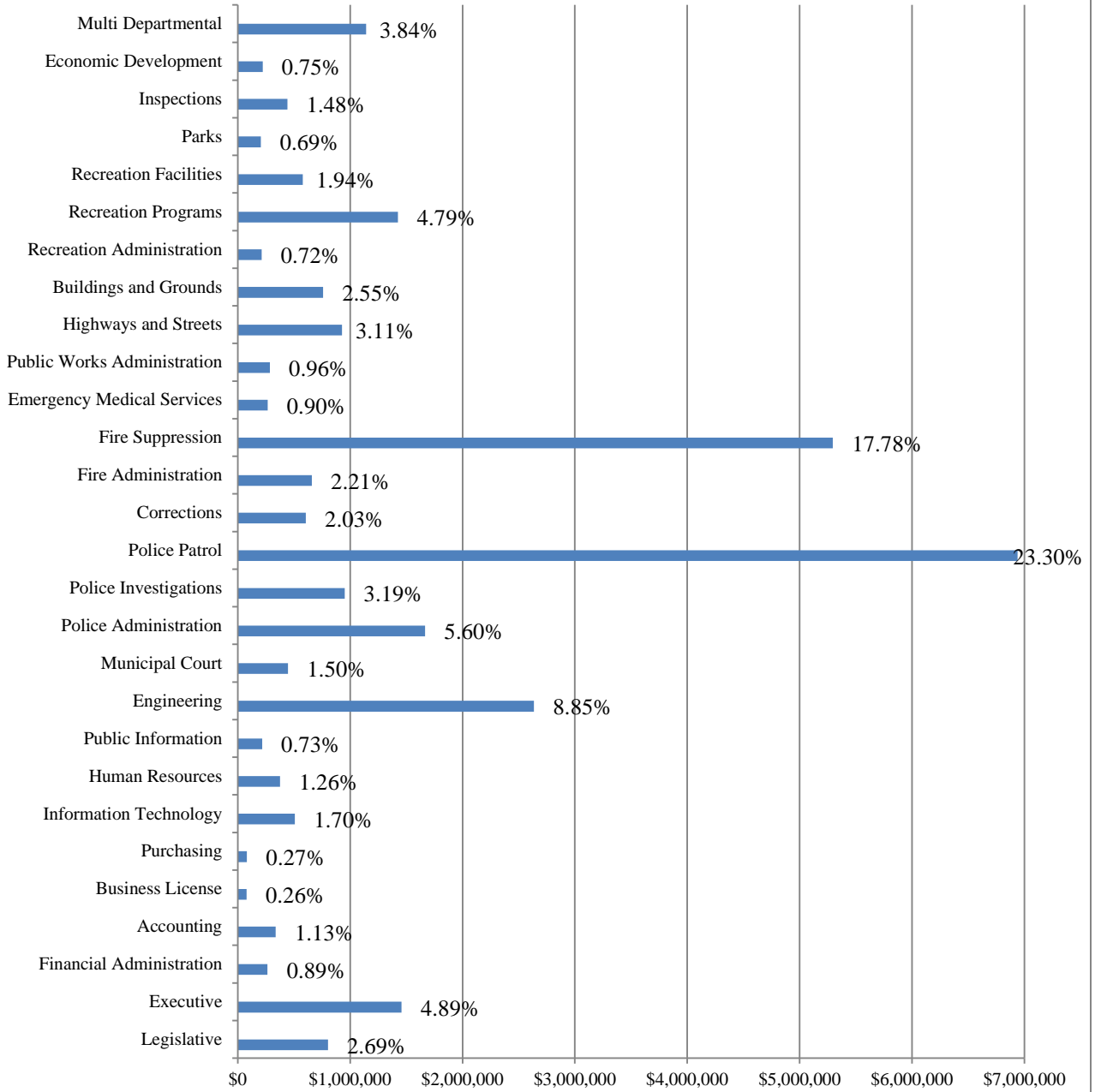
## FISCAL YEAR 2014 BUDGET

TABLE 2  
GENERAL FUND ADOPTED BUDGET

	Actual Fiscal 2011	Actual Fiscal 2012	Amended Fiscal 2013	Adopted Fiscal 2014	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	18,435,016	21,042,890	\$ 17,786,035	\$ 16,282,000	\$ (1,504,035)	-8%
Licenses and Permits	2,351,208	2,933,572	2,736,064	2,736,064	-	0%
Intergovernmental Revenue	331,287	438,247	2,090,906	1,241,444	(849,462)	-41%
Fines and Forfeitures	1,365,197	2,088,603	1,854,873	2,346,030	491,157	26%
Charges for Services	350,561	410,144	245,395	210,120	(35,275)	-14%
Interest	1,077	723	-	-	-	0%
Other	193,472	76,725	188,000	183,420	(4,580)	-2%
<b>Total Revenues</b>	<b>23,027,818</b>	<b>26,990,904</b>	<b>24,901,273</b>	<b>22,999,078</b>	<b>(1,902,195)</b>	<b>-8%</b>
<b>EXPENDITURES</b>						
Legislative	819,737	1,564,519	838,575	802,136	(36,439)	-4%
Executive	1,659,540	1,522,833	1,494,942	1,457,304	(37,638)	-3%
Financial Administration	215,515	276,936	305,747	264,775	(40,972)	-13%
Accounting	326,539	308,889	350,703	336,001	(14,702)	-4%
Business License	68,641	212,084	72,062	77,903	5,841	8%
Purchasing	158,376	120,148	88,097	81,878	(6,219)	-7%
Information Technology	768,315	618,245	596,053	507,832	(88,221)	-15%
Human Resources	354,689	370,194	405,818	375,670	(30,148)	-7%
Public Information	226,936	272,871	235,827	216,528	(19,299)	-8%
Engineering	398,179	338,447	2,882,465	2,635,364	(247,101)	-9%
Municipal Court	332,745	402,427	454,978	447,151	(7,827)	-2%
Police Administration	1,692,281	1,726,686	1,554,291	1,667,828	113,537	7%
Police Investigations	758,118	877,291	872,264	950,787	78,523	9%
Police Patrol	6,380,077	7,000,525	6,540,789	6,940,008	399,219	6%
Corrections	502,405	526,062	565,067	604,375	39,308	7%
Fire Administration	875,535	896,137	690,568	658,359	(32,209)	-5%
Fire Suppression	3,619,516	5,340,093	5,314,512	5,295,094	(19,418)	0%
Emergency Medical Services	1,913,826	500,684	213,705	266,635	52,930	25%
Public Works Administration	59,136	-	64,148	64,636	488	1%
Highways and Streets	888,192	1,093,724	1,068,905	927,623	(141,282)	-13%
Housing and Development	-	-	21,800	234,800	213,000	0%
Buildings and Grounds	791,021	810,524	723,707	758,875	35,168	5%
Recreation Administration	302,623	247,279	203,211	213,517	10,306	5%
Recreation Programs	1,470,569	1,501,425	1,418,078	1,410,772	(7,306)	-1%
Recreation Facilities	652,017	674,806	747,976	578,257	(169,719)	-23%
Parks	358,721	254,751	204,606	204,711	105	0%
Inspections	480,030	430,108	436,751	441,385	4,634	1%
Economic Development	1,847,841	224,149	239,669	222,380	(17,289)	-7%
Multi Departmental	-	-	-	-	-	0%
<b>Debt Service</b>						
Principal	352,236	-	-	-	-	0%
Interest	8,393	-	-	-	-	0%
<b>Total Expenditures</b>	<b>28,281,749</b>	<b>28,111,837</b>	<b>28,605,314</b>	<b>28,642,584</b>	<b>37,270</b>	<b>0%</b>
<b>OTHER FINANCING SOURCES</b>						
Operating transfers in	3,544,154	2,755,622	5,506,812	6,785,923	1,279,111	23%
Operating transfers out	(1,014,178)	(742,369)	(1,802,771)	(1,142,417)	660,354	0%
Proceeds from sale of capital assets	-	-	-	-	-	0%
<b>TOTAL OTHER</b>	<b>2,529,976</b>	<b>2,013,253</b>	<b>3,704,041</b>	<b>5,643,506</b>	<b>1,939,465</b>	<b>52%</b>
Net change in fund balance	(2,723,955)	892,320	-	-	-	0%
Fund balance (deficit), beginning	16,023,938	13,299,983	14,192,303	14,192,303	14,192,303	0%
Fund balance (deficit), end of year	\$ 13,299,983	\$ 14,192,303	\$ 14,192,303	\$ 14,192,303	\$ 14,192,303	0%

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**General Fund Departmental Expenditures**



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**TABLE 3  
COMMUNITY DEVELOPMENT ADOPTED BUDGET**

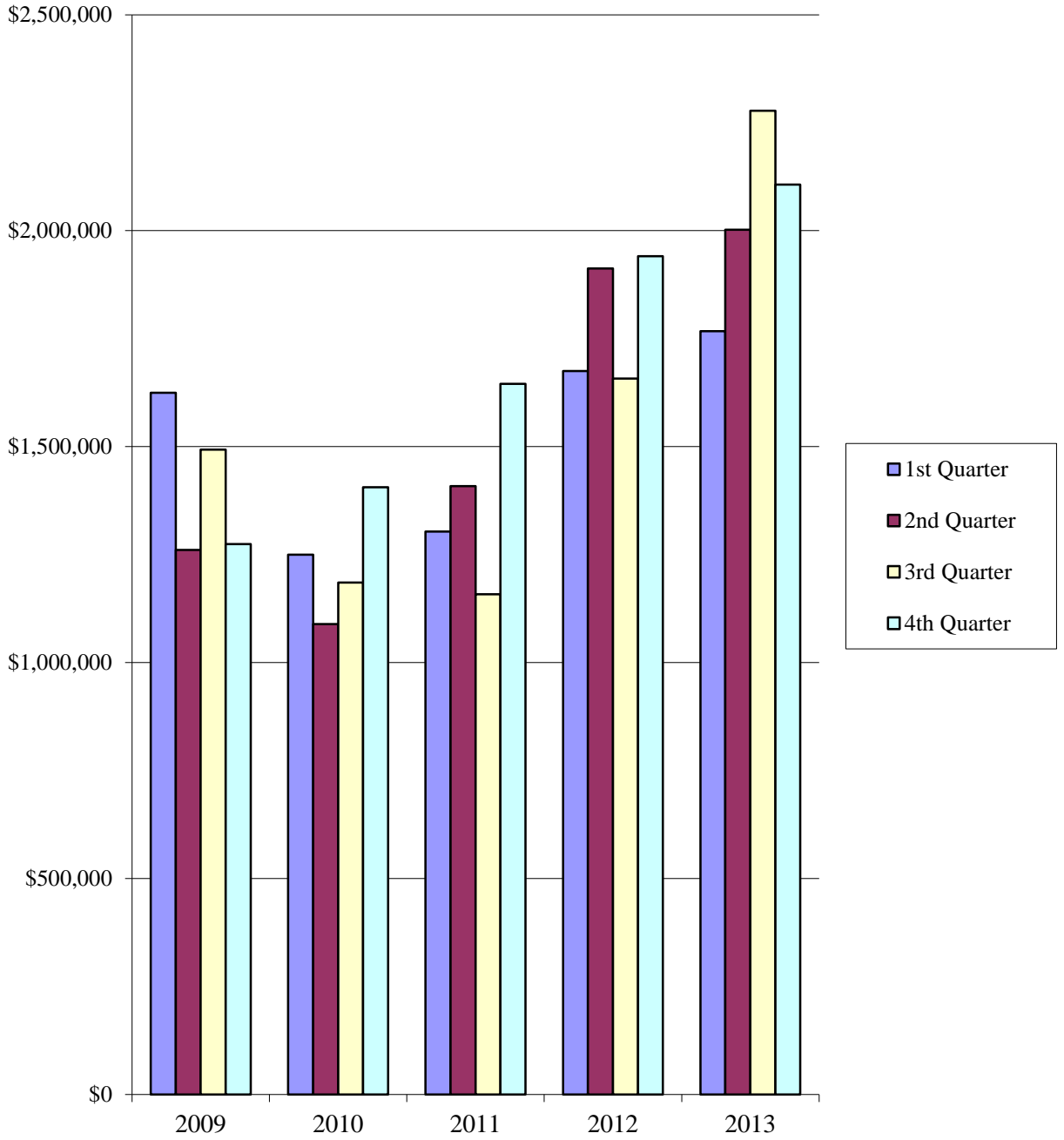
	Actual Fiscal 2011	Actual Fiscal 2012	Amended Fiscal 2013	Adopted Fiscal 2014	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Intergovernmental Revenue	\$ 108,048	\$ 107,492	\$ -	\$ 56,914	\$ 56,914	100%
<b>Total Revenue</b>	<b>108,048</b>	<b>107,492</b>	<b>-</b>	<b>56,914</b>	<b>56,914</b>	<b>100%</b>
<b>EXPENSES</b>						
Recreation	107,603	107,340	-	56,914	56,914	100%
Change in fund balance	445	152	-	-	-	0%
Fund balance, beginning of year	89,149	89,594	89,746	89,746	-	0%
<b>Fund balance, end of year</b>	<b>89,594</b>	<b>89,746</b>	<b>89,746</b>	<b>89,746</b>	<b>-</b>	<b>0%</b>

**TABLE 4  
HOSPITALITY FUND ADOPTED BUDGET**

	Actual Fiscal 2011	Actual Fiscal 2012	Amended Fiscal 2013	Adopted Fiscal 2014	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	7,226,425	9,004,104	8,517,770	8,705,770	188,000	2%
Interest	3,070	3,136	1,200	1,200	-	0%
	<u>7,229,495</u>	<u>9,007,240</u>	<u>8,518,970</u>	<u>8,706,970</u>	<u>188,000</u>	<u>2%</u>
<b>EXPENDITURES</b>						
Other Services and Charges	24,555	1,488,405	1,770,000	1,820,000	50,000	3%
<b>Total Expenditures</b>	<b>24,555</b>	<b>1,488,405</b>	<b>1,770,000</b>	<b>1,820,000</b>	<b>50,000</b>	<b>3%</b>
Transfer In	-	-	-	-	-	0%
Transfers Out	(6,527,500)	(7,251,822)	(6,748,970)	(6,886,970)	(138,000)	2%
Net change in fund balance	677,440	267,013	-	-	-	
Fund balance (deficit), beginning	738,806	1,416,246	1,683,259	1,683,259	-	0%
<b>Fund balance (deficit), ending</b>	<b>\$ 1,416,246</b>	<b>\$ 1,683,259</b>	<b>\$ 1,683,259</b>	<b>\$ 1,683,259</b>	<b>\$ -</b>	<b>0%</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Hospitality Fund  
Hotel Motel Quarterly Collections**





**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**TABLE 5  
CAR RENTAL ADOPTED BUDGET**

	Actual Fiscal 2011	Actual Fiscal 2012	Amended Fiscal 2013	Adopted Fiscal 2014	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	\$ 2,465,341	\$ 2,668,779	\$ 2,500,000	\$ 2,550,000	\$ 50,000	2%
Interest	1,818	789	1,150	500	(650)	-57%
Other	165	-	-	-		
<b>Total Revenue</b>	<u>2,467,324</u>	<u>2,669,568</u>	<u>2,501,150</u>	<u>2,550,500</u>	<u>49,350</u>	<u>2%</u>
<b>EXPENDITURES</b>						
Police	39,917	4,348	-	-	-	0%
Other Expenditures	233,684	-	490,000	510,000	20,000	4%
<b>Total Expenditures</b>	<u>273,601</u>	<u>4,348</u>	<u>490,000</u>	<u>510,000</u>	<u>20,000</u>	<u>4%</u>
Transfer In	-	-	-	-	-	
Transfer Out	(1,855,000)	(2,768,710)	(2,011,150)	(2,040,500)	(29,350)	1%
<b>Net change in fund balances</b>	<u>338,723</u>	<u>(103,490)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
<b>Fund balance (deficit), beginning</b>	<u>(3,247,931)</u>	<u>(2,909,208)</u>	<u>(3,012,698)</u>	<u>(3,012,698)</u>	<u>-</u>	<u>0%</u>
<b>Fund balance (deficit), ending</b>	<u>\$ (2,909,208)</u>	<u>\$ (3,012,698)</u>	<u>\$ (3,012,698)</u>	<u>\$ (3,012,698)</u>	<u>\$ -</u>	<u>0%</u>

**TABLE 6  
E-911 ADOPTED BUDGET**

	Actual Fiscal 2011	Actual Fiscal 2012	Amended Fiscal 2013	Adopted Fiscal 2014	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Service	\$ 335,202	\$ 360,114	\$ 340,000	\$ 340,000	\$ -	0%
Interest	1,742	142	120	121	1	100%
<b>Total Revenues</b>	<u>336,944</u>	<u>360,256</u>	<u>340,120</u>	<u>340,121</u>	<u>1</u>	<u>0%</u>
<b>EXPENDITURES</b>						
Current	730,404	809,755	910,565	934,791	24,226	3%
Transfer In	400,000	493,560	570,445	594,670	24,225	4%
<b>Net change in fund balance</b>	<u>6,540</u>	<u>44,061</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
<b>Fund balance (deficit), beginning</b>	<u>236,748</u>	<u>243,288</u>	<u>287,349</u>	<u>287,349</u>	<u>-</u>	<u>0%</u>
<b>Fund balance (deficit), ending</b>	<u>\$ 243,288</u>	<u>\$ 287,349</u>	<u>\$ 287,349</u>	<u>\$ 287,349</u>	<u>\$ -</u>	<u>0%</u>

## CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

**TABLE 7  
ELECTRIC FUND ADOPTED BUDGET**

	Actual Fiscal 2011	Actual Fiscal 2012	Amended Fiscal 2013	Adopted Fiscal 2014	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Services	\$ 21,393,948	\$ 23,544,233	\$ 29,505,000	\$ 26,552,424	\$ (2,952,576)	-10%
Interest	49,590	24,483	-	-	-	0%
Other Income	2,218,607	1,884,381	483,000	4,503,000	4,020,000	832%
<b>Total Revenues</b>	<b>23,662,145</b>	<b>25,453,097</b>	<b>29,988,000</b>	<b>31,055,424</b>	<b>1,067,424</b>	<b>4%</b>
<b>EXPENSES</b>						
Electric	21,488,050	23,869,113	25,684,034	22,894,906	(2,789,128)	-11%
<b>Total Expenses</b>	<b>21,488,050</b>	<b>23,869,113</b>	<b>25,684,034</b>	<b>22,894,906</b>	<b>(2,789,128)</b>	<b>-11%</b>
<b>Transfers:</b>						
Transfer In	-	-	-	-	-	0%
Transfer Out	(5,009,548)	(6,355,243)	(4,303,966)	(8,160,518)	(3,856,552)	0%
<b>Change in net assets</b>	<b>(2,835,453)</b>	<b>(4,167,326)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Total net assets, beginning</b>	<b>45,460,280</b>	<b>42,624,827</b>	<b>38,457,501</b>	<b>38,457,501</b>	<b>-</b>	<b>0%</b>
<b>Total net assets, ending</b>	<b>\$ 42,624,827</b>	<b>\$ 38,457,501</b>	<b>\$ 38,457,501</b>	<b>\$ 38,457,501</b>	<b>\$ -</b>	<b>0%</b>

**TABLE 8  
WATER FUND ADOPTED BUDGET**

	Actual Fiscal 2011	Actual Fiscal 2012	Amended Fiscal 2013	Adopted Fiscal 2014	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Services	\$ 8,806,595	\$ 7,511,344	\$ 11,538,149	\$ 9,675,347	\$ (1,862,802)	-16%
Interest	6,958	-	5,000	5,000	-	0%
Other Income	1,367	1,552,119	1,160	872,465	871,305	75113%
<b>Total Revenues</b>	<b>8,814,920</b>	<b>9,063,463</b>	<b>11,544,309</b>	<b>10,552,812</b>	<b>(991,497)</b>	<b>-9%</b>
<b>EXPENSES</b>						
Water Dept	6,220,841	7,638,183	7,577,030	6,942,676	(634,354)	-8%
Other	1,502,208	1,294,383	3,693,313	2,935,067	(758,246)	-21%
<b>Total Expenses</b>	<b>7,723,049</b>	<b>8,932,566</b>	<b>11,270,343</b>	<b>9,877,743</b>	<b>(1,392,600)</b>	<b>-12%</b>
<b>Transfers:</b>						
Transfer In	-	-	-	-	-	0%
Transfer Out	-	-	(273,966)	(675,069)	(401,103)	100%
<b>Change in net assets</b>	<b>1,091,871</b>	<b>130,752</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Total net assets, beginning</b>	<b>12,659,330</b>	<b>13,751,201</b>	<b>13,881,953</b>	<b>13,881,953</b>	<b>15,292,031</b>	<b>0%</b>
<b>Total net assets (deficit), ending</b>	<b>\$ 13,751,201</b>	<b>\$ 13,881,953</b>	<b>\$ 13,881,953</b>	<b>\$ 13,881,953</b>	<b>\$ 15,292,031</b>	<b>0%</b>

## CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

**TABLE 9  
SANITATION FUND ADOPTED BUDGET**

	Actual Fiscal 2011	Actual Fiscal 2012	Amended Fiscal 2013	Adopted Fiscal 2014	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Services	\$ 2,685,384	\$ 2,375,413	\$ 2,700,000	\$ 2,700,000	\$ -	0%
Interest	535	-	-	-	-	0%
Other Income	46,877	64,167	50,000	45,000	(5,000)	-10%
<b>Total Revenue</b>	<b>2,732,796</b>	<b>2,439,580</b>	<b>2,750,000</b>	<b>2,745,000</b>	<b>(5,000)</b>	<b>0%</b>
<b>EXPENSES</b>						
Sanitation	2,738,628	2,793,783	2,750,000	2,745,000	(43,783)	-1%
Transfers In	-	-	-	-	-	0%
Change in net assets	(5,832)	(354,203)	-	-	-	0%
Total net assets (deficit), beginning	1,529,454	1,523,622	1,162,222	1,162,222	1,520,721	0%
<b>Total net assets (deficit), ending</b>	<b>\$ 1,523,622</b>	<b>\$ 1,162,222</b>	<b>\$ 1,162,222</b>	<b>\$ 1,162,222</b>	<b>\$ 1,520,721</b>	<b>-1%</b>

**TABLE 10  
CONVENTION FUND ADOPTED BUDGET**

	Actual Fiscal 2011	Actual Fiscal 2012	Amended Fiscal 2013	Adopted Fiscal 2014	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Sales	\$ 3,489,177	\$ 3,386,910	\$ 6,885,000	\$ 7,195,000	\$ 310,000	5%
Commissions	3,153,825	3,318,183	106,000	100,000	(6,000)	-6%
Interest	2,684	-	2,600	2,600	-	0%
Other Income	45,760	39,122	6,281,300	5,786,970	(494,330)	-8%
<b>Total Revenue</b>	<b>6,691,446</b>	<b>6,744,215</b>	<b>13,274,900</b>	<b>13,084,570</b>	<b>(190,330)</b>	<b>-1%</b>
<b>EXPENSES</b>						
Convention	14,988,192	11,153,201	14,779,511	14,537,898	(241,613)	-2%
Transfers In	6,394,195	11,280,443	1,753,030	1,803,667	50,637	3%
Transfer Out	270,400	-	248,419	350,339	101,920	41%
Change in net assets	(2,172,951)	3,234,822	248,419	350,339	101,920	0%
Change in net assets (deficit), beginning	17,813,318	15,640,367	18,875,189	19,123,608	248,419	1%
<b>Change in net assets (deficit), ending</b>	<b>\$ 15,640,367</b>	<b>\$ 18,875,189</b>	<b>\$ 19,123,608</b>	<b>\$ 19,473,947</b>	<b>\$ 350,339</b>	<b>2%</b>

**TABLE 11  
FAA ADOPTED BUDGET**

	Actual Fiscal 2011	Actual Fiscal 2012	Amended Fiscal 2013	Adopted Fiscal 2014	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
FAA Facility	\$ 1,322,215	\$ 1,377,352	\$ 6,673,800	\$ 5,538,672	\$ (1,135,128)	-17%
Interest	1,143,485	-	985	600	(385)	100%
<b>Total Revenue</b>	<b>2,465,700</b>	<b>1,377,352</b>	<b>6,674,785</b>	<b>5,539,272</b>	<b>(1,135,513)</b>	<b>-17%</b>
<b>EXPENSES</b>						
FAA	2,910,645	2,039,168	7,052,680	5,991,906	(1,060,774)	-15%
Transfers In	423,967	128,687	377,895	452,634	74,739	20%
Change in net assets	(20,978)	(402,639)	-	-	-	0%
Change net assets (deficit), beginning	4,625,834	4,604,856	4,202,217	4,202,217	-	0%
<b>Change net assets (deficit), ending</b>	<b>\$ 4,604,856</b>	<b>\$ 4,202,217</b>	<b>\$ 4,202,217</b>	<b>\$ 4,202,217</b>	<b>\$ -</b>	<b>0%</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**PERSONNEL SUMMARY**

<b>Fund</b>	<b>Department</b>	<b>FY 2011-2012</b>	<b>FY 2012-2013</b>	<b>FY 2013-2014</b>
		<b>Actual</b>	<b>Actual</b>	<b>Council Adopted</b>
General	Legislative	10	10	10
	Executive	5.5	5.5	5.5
	Financial Admin.	2	2	2
	Accounting	5	5	5
	Public Information	2.33	2.34	2
	Taxes/Licenses	1	1	1
	Purchasing	2	1	1
	Information Technology	6.33	5.33	5
	Human Resources	3	3	3
	Buildings/Grounds	11	14	14
	Engineering	3	3	3
	Municipal Court	9	9	9
	Police Admin.	15	13	13
	Police Patrol	91	89	82
	Police Investigations	12	12	11
	Corrections (Jail)	6	6	6
	Fire Admin.	8	7	7
	Fire Suppression	70	70	70
	EMS	1	1	1
	Public Works Admin.	1	0.75	0.75
	Highways/Streets	12	11	12
	Recreation Admin.	3	2	2
	Recreation Programs	15	16	16
	Recreation Facilities	8	6	6
	Parks	13	9	9
	Inspection	5	4.5	5
Business Development	1.83	2.33	2	
<b>Total General Fund</b>		<b>321.99</b>	<b>310.75</b>	<b>303.25</b>
Power	Line Section	14	14	13
	Warehouse	1	1	1
	Meter Reading	5	4	5
	Account Maintenance	11	11	11
Main Street	1	1	1	
Water and Sewer	18	19.5	18	
Sanitation	36	35.75	36	
Convention Center	54	54	54	
Communications (E911)	17	17	17	
Storm Water Utility	4	4.5	4	
<b>Total Other Funds</b>		<b>161</b>	<b>161.75</b>	<b>160</b>
<b>TOTAL ALL FUNDS</b>		<b>482.99</b>	<b>472.50</b>	<b>463.25</b>

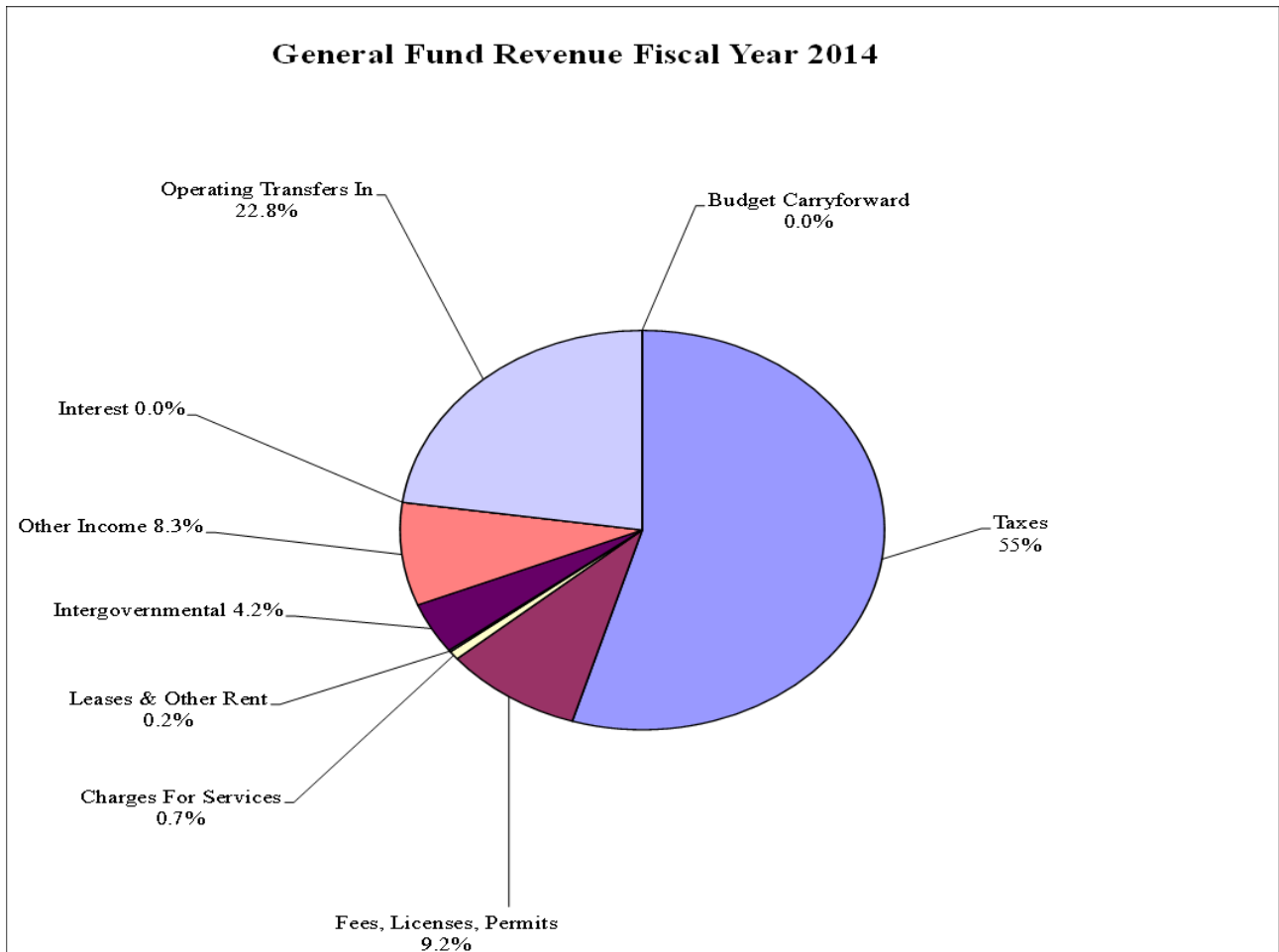
**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

NEW POSITIONS REQUESTED

<b>Department</b>	<b>Request</b>	<b>Number Requested</b>	<b>Council Approved</b>
Inspections	Part-time Office Clerk	1	0
Economic Development	Administrative Coordinator	1	0
<b>Total New Positions General</b>		<b>2</b>	<b>0</b>

## CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

GENERAL FUND	2011 Actual	2012 Actual	2013 Amended Budget	2014 Adopted Budget	% of Total General fund Revenues
Revenue					
Taxes	\$18,435,016	\$19,568,206	\$17,786,035	\$16,282,000	54.7%
Fees, Licenses, Permits	2,701,590	3,290,578	2,736,064	2,736,064	9.2%
Charges For Services	-	57,803	245,395	210,120	0.7%
Leases & Other Rent	40,430	30,477	45,000	45,000	0.2%
Intergovernmental	331,287	441,597	2,090,906	1,241,444	4.2%
Other Income	4,400,514	2,120,994	1,997,873	2,484,450	8.3%
Interest	1,075	725	-	-	0.0%
Operating Transfers In	49,100	2,755,622	4,399,021	6,785,923	22.8%
Budget Carryforward	-	-	1,107,791	-	0.0%
<b>Total GENERAL FUND</b>	<b>\$25,959,012</b>	<b>\$28,266,001</b>	<b>\$30,408,085</b>	<b>\$29,785,001</b>	

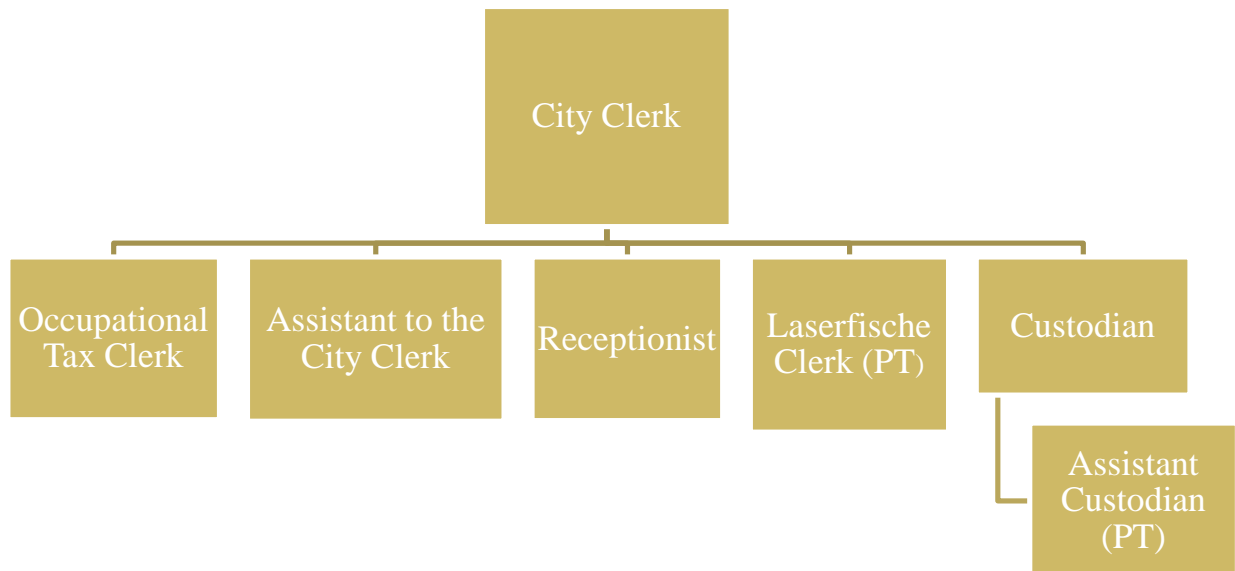


**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

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**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**LEGISLATIVE OFFICE  
ORGANIZATIONAL CHART**





**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Legislative</b>					
Expenditures					
Personnel - Personnel Services	\$ 312,599	\$ 327,002	\$ 297,478	\$ 309,301	4%
Employee B - Employee Benefits	67,318	76,236	79,625	89,313	12%
Communications & Util.	43,243	35,475	29,580	32,237	9%
Repair & Maintenance		6,138	6,138	2,929	
Building Maintenance	39,756	44,202	45,000	42,000	-7%
Training & Education	65,775	91,483	79,300	47,340	-40%
Other Services & Charges	220,165	891,485	252,289	238,516	-5%
Materials & Supplies	55,925	69,726	48,665	38,500	-21%
Cost Of Sales	911	500	500	2,000	100%
Capital Outlay	-	-	-	-	-4%
<b>Legislative Expenditure Total</b>	<b>\$ 805,691</b>	<b>\$ 1,542,247</b>	<b>\$ 838,575</b>	<b>\$ 802,136</b>	<b>-4%</b>

**Legislative Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Councilmembers	4	4	4	4
City Clerk	1	1	1	1
Assistant to City Clerk	1	1	1	1
Receptionist	1	1	1	1
Custodian	1	1	1	1
<b>Part Time Positions:</b>				
Custodian (moved to Bldgs & Grounds)	1	1	1	1
Lasersische Clerk	1	1	1	1
<b>Total Personnel</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

## Legislative Department | City Clerk

### Program Description:

The City Clerk serves as the Election Superintendent and Custodian of Records.

### Trends:

Election scheduled for FY 13/14.

### Program Broad Goals:

Maintain Open and Responsive Government by encouraging participation in the democratic process, preserving the integrity of elections, and remaining in compliance with the Open Meeting and Information laws.

### Program 13/14 Objectives:

Ensure all City of College Park municipal elections are conducted fairly and impartially and without challenge.

Ensure all registered voter households receive candidate and election information prior to the start of early voting and according to State law.

Provide responses to Open Record Requests efficiently and in a timely manner.

Overhaul records management practices amongst the various departments within the City of College Park and ensure compliance.

### Performance Measures

#### Program / Service Outputs: (goods, services, units produced)

	<b>Actual 12/13</b>
# of College Park registered voters	7,214
# of Open Record Requests	318
<b>Estimated 13/14</b>	
# of College Park registered voters	7,500
# of Open Record Requests	300

#### Program / Service Outcomes: (based on program objectives)

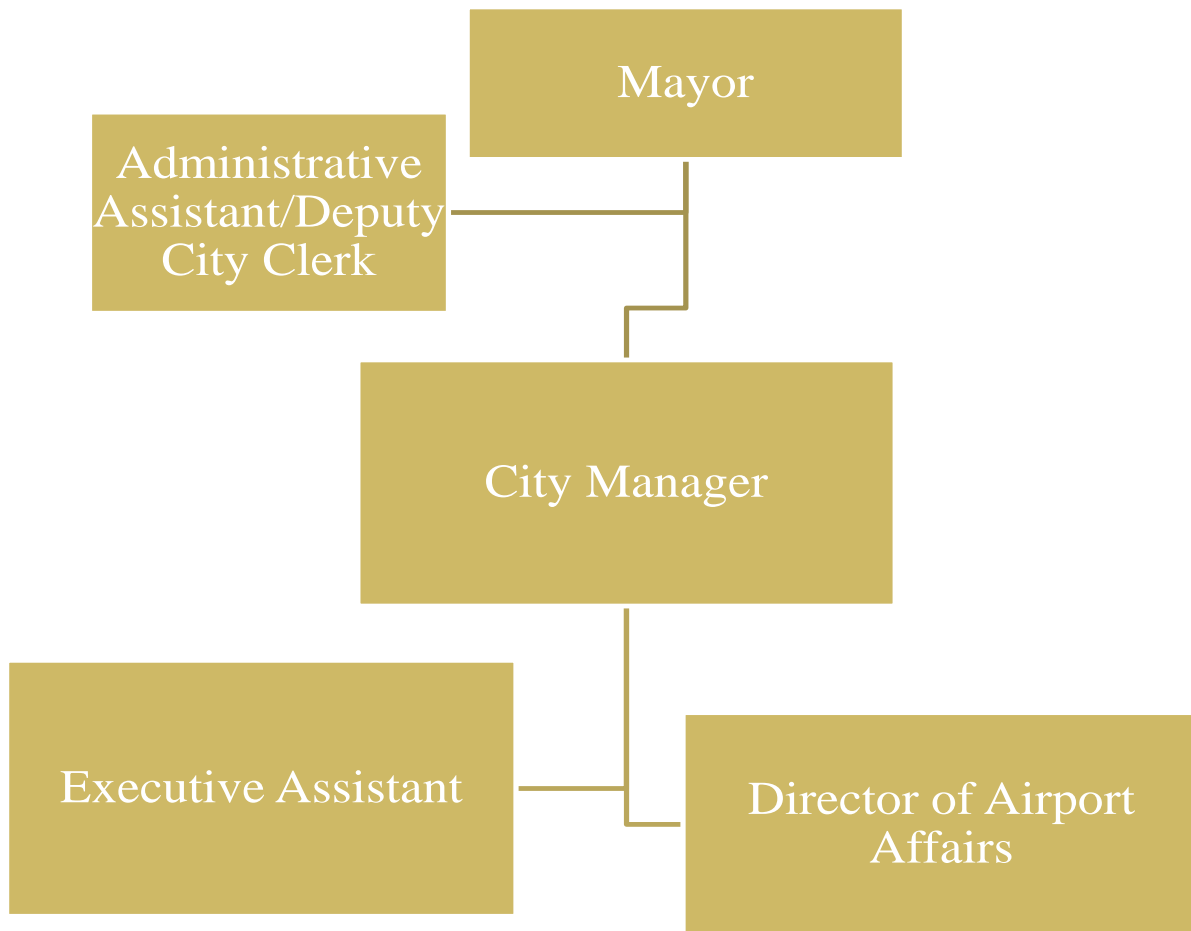
	<b>Actual 12/13</b>
% of ballots cast (not an election year)	0%
% of timely responses to open record request	99%
<b>Estimated 13/14</b>	
% of ballots cast	13%
% of timely responses to open record request	98%

### Prior Year Highlights

1. Updated record retention schedule.
2. Had a successful tax sale.
3. Responded to 318 open record requests in a timely manner generating \$2,600 in revenue.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET

EXECUTIVE OFFICE  
ORGANIZATIONAL CHART



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Executive</b>					
Expenditures					
Personnel Services	\$ 333,345	\$ 329,194	\$ 325,945	\$ 391,760	20%
Employee Benefits	73,988	81,982	63,964	98,596	54%
New Personnel Costs			3,833	-	-100%
Communications & Util.	13,379	14,735	8,590	11,427	33%
Rentals	20,749	9,696	16,100	16,400	2%
Repair & Maintenance	2,098	10,704	8,720	8,896	2%
Building Maintenance	-	29	-	-	0%
Training & Education	32,473	20,580	38,165	26,710	-30%
Other Services & Charges	1,140,870	1,043,486	986,725	875,315	-11%
Materials & Supplies	25,965	30,342	32,900	21,700	-34%
Cost Of Sales	16,988	9,812	10,000	6,500	-35%
Capital Outlay	-	-	-	-	0%
<b>Executive Total</b>	<b>\$ 1,659,855</b>	<b>\$ 1,550,560</b>	<b>\$ 1,494,942</b>	<b>\$ 1,457,304</b>	<b>-3%</b>

**Executive Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Mayor	1	1	1	1
City Manager	1	1	1	1
Airport Affairs Director	1	1	1	0.5
Special Assistant to City Manager	1	1	1	0
Executive Assistant	1	1	1	1
Executive Assistant/Deputy City Clerk	1	1	1	1
*Economic Development Manager				0.5
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>

\*Executive Budget - 50%

Economic Development Budget - 50%

# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

## **Executive Division – City Manager’s Office**

### **Program Description:**

The City Manager’s Office directly manages and oversees all City operating departments. The City Manager’s office also ensures the efficient and effective delivery of City services and implements policy direction of the Mayor and City Council.

### **Trends:**

One of the biggest challenges facing local governments in the current economic climate is maintaining and generating revenue sources. High unemployment and slow growth are still the dominant features of the US economy and impact all sectors of economic activity. This economic trend is expected to continue into the foreseeable future and the outlook for improvement is cautiously optimistic.

### **Program Broad Goals:**

Provide organizational leadership to successfully implement and administer programs and services to serve the citizens of the City of College Park.

### **Program 13/14 Objectives:**

1. Monitor revenues/expenses within City departments to ensure efficient delivery of services and to maintain sound fiscal practices.
2. Identify and develop additional revenue generating initiatives for the City.
3. Improve the effectiveness, efficiency and integration of operating processes across City departments.

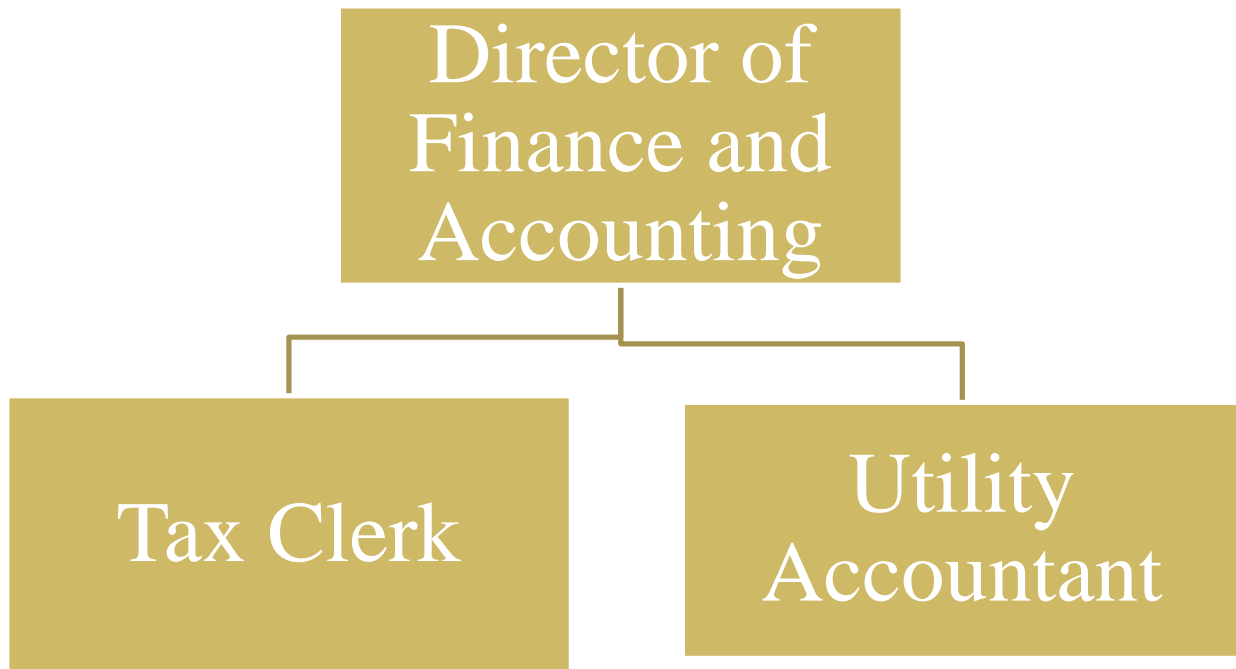
### **Performance Measures**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Estimated 13/14</b>
AA bond rating maintained	Yes

### **Prior Year Highlights**

1. Maintained continuity of service to the Mayor and City Council, City Departments, and the public and private sectors during transitional periods in leadership in the City Manager’s office.
2. Led initiatives for the City to drive results in negotiations with the City of Atlanta, the City of East Point, Clayton County and Fulton County on issues concerning potable water, wastewater, tax assessments, LOST, and the settlement of litigation.
3. Successfully implemented a City-wide electronic agenda preparation software program (MinuteTraq).

# Finance Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Finance</b>					
Expenditures					
Personnel Services	\$ 144,213	\$ 151,370	\$ 152,054	\$ 155,133	2%
Employee Benefits	30,581	37,994	42,419	48,305	14%
Communications & Util.	5,808	5,190	4,230	5,224	23%
Repair & Maintenance	-	2,756	14,900	17,416	17%
Training & Education	1,496	2,080	2,700	4,700	74%
Other Services & Charges	21,550	33,682	82,394	27,447	-67%
Materials & Supplies	10,249	4,569	7,050	6,550	-7%
Cost Of Sales	-	-	-	-	-100%
<b>Financial Administration Total</b>	<b>\$ 213,897</b>	<b>\$ 237,641</b>	<b>\$ 305,747</b>	<b>\$ 264,775</b>	<b>-13%</b>

**Financial Administration**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Director of Finance	1	1	1	1
Tax Clerk	1	1	1	1
Utility Accountant*	1	1	1	1
<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

### Finance Department | Financial Administration

#### **Program Description:**

The Financial Administration program facilitates Citywide financial planning, manages the City's short-term and long-term debt, coordinates the financing of City projects, and provides City management with current information concerning economic conditions and the potential fiscal impact to College Park. Also, the Finance Department is responsible for the preparation and adoption of the City's annual budget. It coordinates the Citywide development and ongoing monitoring of the operating and capital budgets on behalf of the City Manager. Embodied within this process are assisting City Council with the City's budget public input efforts and assisting other stakeholders with their requests regarding the budget.

#### **Trends:**

The national and local economy is very sluggish and has not recovered from the recession. Local property values continue to decline, resulting in decreased ad valorem revenues. Consumer spending is moderate at best with the general focus having shifted from spending to savings. Consequently, local governments are experiencing a reduction in expenditures due to the lack of consumer spending and a decrease in ad valorem and other revenues. Overall, economic growth in the public sector has been stymied by revenue shortfalls, reduction in expenditures and curtailment of federal government stimulus funds.

In light of the challenges of local government the City of College Park is well positioned for economic recovery. The City has ample land and existing structures for redevelopment. Although, banks are cautious, low interest rates are available to provide public and private concerns with the ability to access capital with minimum debt service cost. Over the next year the national and local economies are expected to experience slow economic growth. However, the City will continue to seek opportunities for public and private partnerships to stimulate the economy of the City of College Park.

#### **Program Broad Goals:**

Prepare strategic forecasts and assist others in developing long-term financial models to prudently manage assets and identify the City's capacity to fund future service and capital needs. Seek optimum financing structure to mitigate debt service costs, while reinforcing our solid standing with credit rating agencies and maintain or improve College Park's excellent bond ratings.

Prepare a balanced operating and capital budget. Prepare accurate financial information and distribute it in a timely manner to City Council, citizens, media, financial institutions and internal customers in response to their specific financial needs. Promote increased business acumen and fiscal accountability within the organization.



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Finance Department | Financial Administration**

**Program 13/14 Objectives:**

Improve the efficiency and effectiveness of city wide business processes to ensure management of the City's resources. Provide decision-makers and citizens with the necessary information to make informed budget and policy decisions. Effectively manage the City's planned resources to ensure organizational priorities are met.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced) Estimated 13/14**

Budget meets or exceeds all requirements and GFOA reporting excellence benchmarks Yes

**Program/Service Outcomes: (based on program objectives) Estimated 13/14**

Maintain or improve General Obligation Bond rating which contributes to lower cost of debt Moody's Aaa  
S&P AAA

**Program/Service Outputs: (goods, services, units produced) Estimated 12/13**

Budget meets or exceeds all requirements and GFOA reporting excellence benchmarks Yes

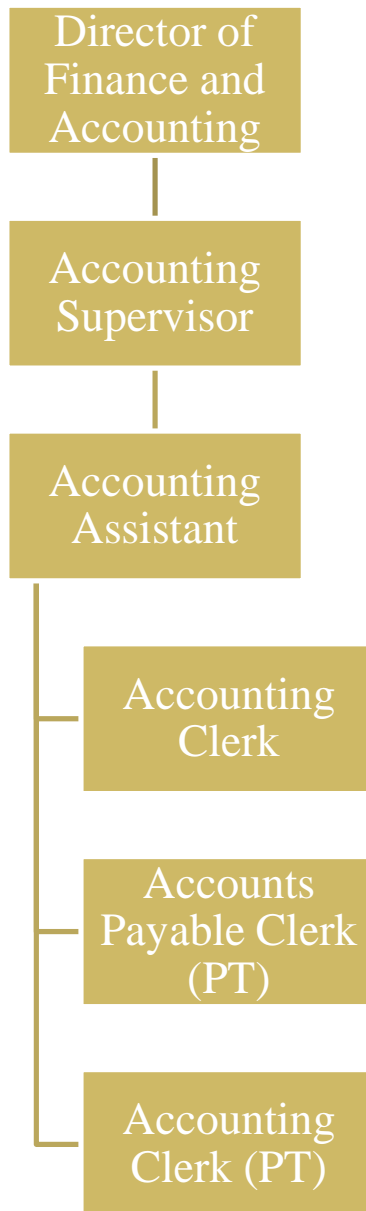
**Program/Service Outcomes: (based on program objectives) Estimated 12/13**

Maintain or improve General Obligation Bond rating which contributes to lower cost of debt Moody's Aaa  
S&P AAA

**Prior Year Highlights:**

- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the City's FY2011/12 Budget
- Bond rating upgrade received due to Financial Policies and 5 Year Capital Improvement Plan

# Accounting Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Accounting</b>					
Expenditures					
Personnel Services	\$ 170,431	\$ 161,787	\$ 188,902	\$ 185,711	-2%
Employee Benefits	31,497	43,357	39,476	50,216	27%
Communications & Util.	8,475	5,981	4,080	6,178	51%
Rentals	2,335	3,424	3,540	3,540	0%
Repair & Maintenance	-	2,378	1,500	660	-56%
Building Maintenance	-	-	600	600	0%
Training & Education	957	1,677	3,680	3,680	0%
Other Services & Charges	103,811	66,268	97,775	74,266	-24%
Materials & Supplies	9,033	15,349	11,150	11,150	0%
Capital Outlay	-	-	-	-	0%
<b>Accounting Total</b>	<b>\$ 326,539</b>	<b>\$ 300,221</b>	<b>\$ 350,703</b>	<b>\$ 336,001</b>	<b>-4%</b>

**Accounting Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Accounting Supervisor	1	1	1	1
Accounting Assistant	1	1	1	1
Accounting Clerk	1	1	1	1
<b>Part Time Positions:</b>				
Accounts Payable Clerk	1	1	1	1
Accounting Clerk	1	1	1	1
<b>Total Personnel</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Finance Department | Accounting**

**Program Description:**

The Accounting program maintains the City's financial systems and fiscal controls over: Property Taxes, Cash and Investments, Accounts Receivables, Fixed Assets, Grants, and Accounts Payable. In addition, the program provides in-house training, guidance and support to City staff related to financial controls, systems, laws and policies, and procedures. The program is also responsible for the coordination of the financial statement audit, preparation of the City's annual financial statements, and grant compliance.

**Trends:**

Accounting is seeking alternative ways of doing business. As a result, Accounts Payable section has begun scanning invoices and supporting documentation for record, storage, and retrieval. Also, the Accounts Payable section will begin examining the invoice automation solutions approach. The solution provides full transparency and internal controls throughout the accounts payable process. In addition, Accounting is placing greater emphasis on applying technology for the analysis, compilation, and reporting of data. The Accounting staff in collaboration with the Information Technology staff will explore the various reporting features that the New World Financial Systems has to offer.

**Program Broad Goals:**

Develop and Maintain Integrated Financial Systems. Develop and administer the various financial, operating, and internal control systems to ensure data integrity and ease of financial information tracking. Maintain the City's accounting and financial reporting systems in conformance with all state and federal laws, Generally Accepted Accounting Principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and standards of the Government Finance Officers Association (GFOA). Be a Financial and Administrative Consultant to Departments – Provide training, advice, tools and support to departmental customers.

**Program 13/14 Objectives:**

Maintain financial systems internal controls to monitor expenditures and program performance on an ongoing basis. Continue to review and collaborate with technical staff to analyze and develop process enhancements by applying current available technology and provide city-wide education to assist with compliance.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

**Actual 12/13**

% of monthly closes within 20 working days of month-end	100%
# of journal entries processed annually	3,926

# of accounts payable checks issued	793
-------------------------------------	-----

**Finance Department | Accounting**

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Program/Service Outcomes: (based on program objectives)** **Estimated 13/14**

Annual audit and single audit opinions from external auditors are unqualified with an opinion date of December 20<sup>th</sup> or prior 9/30/2013

Comprehensive Annual Financial Report in conformance with GAAP and meets GFOA financial reporting excellence benchmarks Yes

**Prior Year Highlights:**

- Received the Government Finance Officers Certificate of Achievement for Excellence in Financial Reporting.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Business License</b>					
Expenditures					
Personnel Services	\$ 43,499	\$ 42,879	\$ 43,247	\$ 44,091	2%
Employee Benefits	14,254	16,027	14,913	17,746	19%
Communications & Util.	4,342	4,453	4,325	5,165	19%
Repair & Maintenance	-	-	-	1,620	0%
Training & Education	-	1,220	1,255	1,255	0%
Other Services & Charges	665	1,053	1,872	1,526	-18%
Materials & Supplies	5,880	4,244	6,450	6,500	1%
<b>Business License Total</b>	<b>\$ 68,640</b>	<b>\$ 69,875</b>	<b>\$ 72,062</b>	<b>\$ 77,903</b>	<b>8%</b>

**Business License Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Tax Clerk	1	1	1	1
<b>Total Personnel</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

# Purchasing Department Organizational Chart

```
graph TD; A[Director of Finance and Accounting] --- B[Purchasing Clerk];
```

Director of Finance  
and Accounting

Purchasing  
Clerk

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

			2013		
	2011 Actual	2012 Actual	Amended Budget	2014 Council Adopted	% Change 2013 to 2014
<b>Purchasing</b>					
Expenditures					
Personnel Services	\$ 120,975	\$ 89,144	\$ 49,809.00	\$ 53,259	7%
Employee Benefits	29,822	18,497	27,040.00	16,765	-38%
New Personnel Costs	-	\$ -	-	-	0%
Communications & Util.	3,909	3,459	2,260.00	3,663	62%
Repair & Maintenance	-	1,668	1,668.00	1,700	0%
Building Maintenance	-	-	-	-	0%
Training & Education	381	411	2,405.00	1,405	-42%
Other Services & Charges	1,531	1,869	1,290.00	1,636	27%
Materials & Supplies	1,758	1,632	3,625.00	3,450	-5%
<b>Purchasing Total</b>	<b>\$ 158,376</b>	<b>\$ 116,680</b>	<b>\$ 88,097.00</b>	<b>\$ 81,878</b>	<b>-7%</b>

**Purchasing Personnel**

	2011 Actual	2012 Actual	Amended Budget	2014 Council Adopted
<b>Full Time Positions:</b>				
Purchasing Manager	1	-	-	-
Purchasing Clerk	1	1	1	1
<b>Total Personnel</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>



# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

### **Purchasing Department**

#### **Program Description:**

The Purchasing program is responsible for the timely and best value acquisition and/or facilitation of all materials, services, and construction required by the City and provides assistance to the various Contract Administrators throughout the City Staff. It analyzes goods and services from many aspects to insure that best value is provided to the City and promotes an open and public procurement process, including seeking environmentally friendly products and opportunities for various small businesses including Minority, Women Owned and Disadvantaged.

#### **Trends:**

Public procurement is attempting to use more efficient means of technology where it makes sense to perform the traditional jobs of buying. We have concentrated on increasing our web site presence and making our solicitation process more users friendly. Actual on line bidding presently does not offer the returns to us that would make it a viable solution. We continue to make use of other government agency contracting when appropriate, but understand that is not optimal for all situations.

#### **Program Broad Goals:**

Education in terms of outreach to our City staff and end users is a key strategic goal of Purchasing. Combining increased meaningful training along with Best Practices will provide a stronger foundation throughout the City for procurement activity. Establishing a strong and consistent commitment to Best Value procurements is another strategic goal for Purchasing. By providing the functional expertise to the City to be able to properly solicit and procure more requirements using a Best Value (RFP – Request for Proposal) methodology versus just a low price (IFB – Invitation for Bids) will yield a better long term result for the City.

The last of the strategic goals for Purchasing is to continue to promote and develop flexible processes and staff that will be capable of improving our processes over time as the City, economy and supply base changes. The ability to not only maintain but lead in such a dynamic manner is crucial for the City to succeed in meeting its goods and services requirements.

#### **Program 13/14 Objectives:**

Continue to improve throughout processing time for requisitions so that the goods and services needed by the City staff are available in a timely manner. Improve the solicitation process so that it represents the City's needs for Best Value procurements in acquiring the multitude of various goods and services the City needs to operate. Improve the Document Management (DM) retention / approval process that will continue to lead us to an on line set of data that will be more accessible to City staff. Continue to provide education to City staff through various means.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Purchasing Department**

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

	<b>Actual 12/13</b>
# of Purchase Orders processed	325
\$ Value of Purchase Orders	\$3,828,225.95
# of long term contracts in place	32

**Program / Service Outputs: (goods, services, units produced)**

	<b>Estimated 12/13</b>
# of Purchase Orders processed	400
\$ Value of Purchase Orders	\$2,100,000
# of long term contracts in place	25

**Prior Year Highlights:**

- Provided training opportunities to several departments during the year for requisitions.
- Vendor applications, bid information and RFPs are provided online.
- Provided training to vendors on how to do business with the City of College Park, Georgia.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET

# Information Technology Organizational Chart



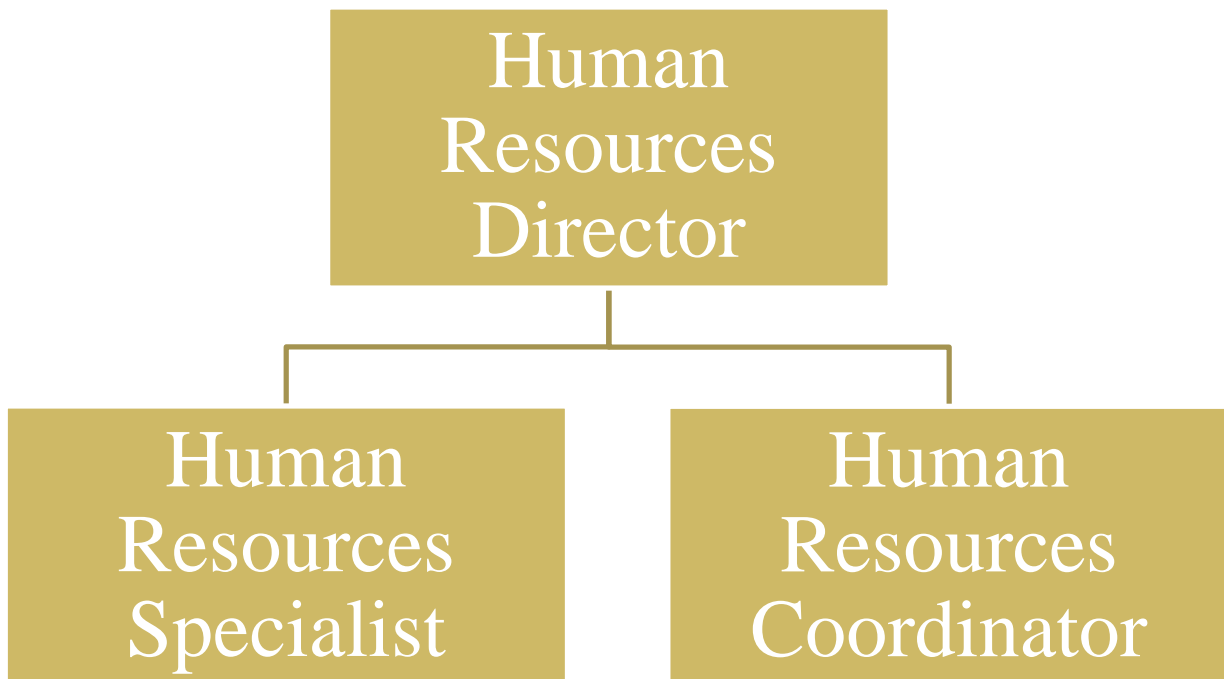
**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Information Technology</b>					
Expenditures					
Personnel Services	\$ 340,546	\$ 282,719	\$ 270,848	\$ 283,141	5%
Employee Benefits	86,662	74,049	76,911	88,926	16%
Communications & Util.	15,639	15,228	16,150	15,050	-7%
Repair & Maintenance	180,920	105,759	98,445	79,278	-19%
Training & Education	2,474	6,031	3,650	3,150	-14%
Other Services & Charges	28,555	16,871	61,899	4,737	-92%
Materials & Supplies	7,209	8,789	6,450	1,550	-76%
Capital Outlay	106,311	97,638	61,700	32,000	-48%
<b>Information Technology Total</b>	<b>\$ 768,315</b>	<b>\$ 607,084</b>	<b>\$ 596,053</b>	<b>\$ 507,832</b>	<b>-15%</b>

**Information Technology Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
IT Director	1	1	1	1
Computer Operations Specialist	1	0	1	1
IT Technician	1	1	1	1
Network Admin	1	1	1	1
MIS Technician	1	1	1	1
IT Support Technician	1	1	0	0
<b>Total Personnel</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>

# Human Resources Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Human Resources</b>					
Expenditures					
Personnel Services	\$ 201,222	\$ 189,096	\$ 186,930	\$ 193,033	3%
Employee Benefits	42,887	46,233	60,108	57,239	-5%
New Personnel Costs	-	945	-	-	0%
Communications & Util	11,911	10,508	9,180	10,276	12%
Repair & Maintenance	-	3,194	3,645	3,581	-2%
Training & Education	10,114	9,608	13,000	10,750	-17%
Other Services & Charges	61,663	84,422	110,855	79,691	-28%
Materials & Supplies	26,892	19,075	22,100	21,100	-5%
Capital Outlay	-	-	-	-	0%
<b>Human Resources Total</b>	<b>\$ 354,689</b>	<b>\$ 363,081</b>	<b>\$ 405,818</b>	<b>\$ 375,670</b>	<b>-7%</b>

**Human Resources Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Human Resources Director	1	1	1	1
Administrative Assistant	1	1	1	1
Human Resources Specialist	1	1	1	1
<b>Part-Time Positions:</b>				
Administrative Coordinator/Records Clerk	-	-	-	-
<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**Human Resources Department**

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Program Description:**

The Human Resources program provides guidance and support to all Human Resource (HR) programs, with special emphasis on communicating City Council and organizational goals, planning and managing resources to ensure the accomplishments of such goals, coordinating key projects and management information reports and addressing critical human resources issues and concerns.

**Trends:**

A growing customer base relative to retirees, increases in service demands (e.g., public records requests, benefits enrollments), changing employee demographics, evolving and complex employment laws and regulations, civil litigation cases and benefits regulations continue to challenge staff's capacity to address ongoing HR service delivery needs and workplace compliance requirements.

**Program Broad Goals:**

Develop and manage a departmental budget and work plans to address City Council, organizational and succession planning goals, as well as other critical operational needs to ensure the delivery of quality and cost effective HR services and policy compliance.

**Program Objectives:**

Design and execute a citywide succession and workforce development plan for all operating divisions. This will include maintaining a competitive position in the southern region market in terms of compensation and benefits.

**Performance Measures**

**Program/Service Output: (goods, services, units produced)**

# of approved Full Time and  
Part Time Equivalents

**Actual 12/13**  
554

**Program/Service Output: (based on program objectives)**

HR Operating Cost as  
a Percentage of City payroll

**Actual 12/13**  
0%

**Human Resources Department**

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Program/Service Output: (goods, services, units produced)**

# of approved Full Time and  
Part Time Equivalents

**Estimated 13/14**  
502

**Program/Service Output: (based on program objectives)**

HR Operating Cost as  
a Percentage of City payroll

**Estimated 13/14**  
0%

**Prior Year Highlights:**

- Begin revision of the Human Resources Policies and Procedures Manual.

**Human Resources Department | Staffing Services /Employee Relations**

**Program Description:**

Staffing Services/Employee Relations program provides human resource coordination to management and employees at all levels of the organization. This includes the hiring of critical staff, managing employee relations, the implementation of total compensation, and ensuring compliance with employment laws, practices and policies to promote a healthy and productive work environment.

**Trends:**

There are increases in workload due to the current budget deficit, implementation of a citywide retirement incentive package, separations, applications, employee reductions and the overall number of employees and retirees served. Employee relations issues and public records requests continue to be complex and time consuming with greater public scrutiny.

**Program Broad Goals:**

Ensure compliance with federal, state and City of College Park employment laws and policies, and manage employee relations issues to promote a healthy and productive work environment. Strategically strengthen the quality and diversity of the workforce (“right people in the right jobs”). Provide competitive total compensation for employees, including quality and cost effective health insurance. Manage employee reductions and provide guidance and assistance to the workforce in adjusting to reduced personnel.

**Program 13/14 Objectives:**

Fill mission critical positions with the most qualified individuals, retain and develop qualified individuals, develop/refine recruitment and marketing strategies to meet the challenge of a competitive labor market, particularly in areas of leadership, public safety, technology and skilled labor. Implement competitive total compensation practices and programs. Manage



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

executive recruitments on behalf of the City or City Council. Proactively address employee relations, through departments-specific training, to consistent with the City’s values, policies and legal requirements.

**Human Resources Department | Staffing Services /Employee Relations**

Performance Measures

	<b>Actual 12/13</b>
Percent of favorable findings by the Equal Employment Opportunity Commission (EEOC) in response to formal complaints filed by employees	100%
Program/Service Output: (based on program objectives)	<b>Actual 12/13</b>
Citywide turnover (total)	12%
Citywide turnover (without retirements)	11%
Program/Service Output: (goods, services, units produced)	<b>Estimated 13/14</b>
Percent of favorable findings by the Equal Employment Opportunity Commission (EEOC) in response to formal complaints filed by employees	100%
Program/Service Output: (based on program objectives)	<b>Estimated 13/14</b>
Citywide turnover (total)	1%
Citywide turnover (without retirements)	1%

**Prior Year Highlights**

- Implemented Citywide Internship Program for Graduate and Undergraduate Students
- Coordinated the SunTrust Bank at Work Program

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

### Human Resources Department | Benefits Management

#### **Program Description:**

The Benefits Management program is responsible for administration of City employee benefits programs in accordance with existing provider's contracts, plan document provision and city code. Major benefit programs included in this effort are medical and dental, flexible spending, retirement, basic and optional life insurance, deferred compensation, disability and Employee Assistance Program. This department is also responsible for communication of employee benefits matters within the organization and working individually with employees to help them use their benefit program effectively.

#### **Trends:**

Primary universal trend in Benefits Management is the continual increase in the cost of health care services. Such cost increases challenge us to provide benefits as efficiently as possible and to provide benefit plans and programs that emphasize wellness and accountability for health issues. Over the next several years, a large percentage of city employees will become eligible to retire. This will require an increased level of service from Benefits Management to prepare these individual to retire as well as process all necessary pension and medical plan paperwork.

#### **Program Broad Goals:**

Contribute toward employee retention efforts by developing benefit programs that consistently meets the needs of the city and its employees. Manage employee benefit program in accordance with existing contract and plan provisions to the largest extent possible, within budget. Ensure compliance with federal laws and policies related to employee benefit matters included but not limited to HIPAA, Cobra and FLMA. Effectively communicate benefit program provisions and procedures to employees and retirees of the City. Explore and develop cost effective benefit plan improvements and processes.

#### **Program 13/14 Objectives:**

Develop and promote programs that will increase employee wellness, reduce medical claim costs, decrease workplace injuries, and increase productivity. Develop and implement cost-effective health education and programs that emphasize wellness and individual accountability for health issuers. Work with vendors to maximize value we receive from our contractual relationships (e.g. availability of additional programs, process improvements etc.)

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Human Resources Department | Benefits Management**

**Performance Measures**

**Program/Service Output: (goods, services, units produced)**

Annual medical/dental cost per employee/retiree

**Actual 12/13**  
4,488

**Program/Service Output: (based on program objectives)**

Number of employees/retirees provided health benefits

**Actual 12/13**  
436

**Program/Service Output: (goods, services, units produced)**

Annual medical/dental cost per employee/retiree

**Estimated 13/14**  
4,488

**Program/Service Output: (based on program objectives)**

Number of employees/retirees provided health benefits

**Estimated 13/14**  
466

**Prior Year Highlights:**

- Coordinated Flu Shots & H1N1 Shots with Concentra Medical Group for interested personnel - 150 employees participated.
- Increased employee participation with Flexible Spending Account and Debit Card. Program from 46 employees to 49 employees with a maximum spending amount increase from \$2,000 to \$2,500.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Human Resources Department | Operational Support and Employee Programs**

**Program Description:**

Human Resources Operations and Employee programs provide guidance and support to all Human Resources (HR) related programs, with emphasis on pre-employment volunteer services and employee engagement activities. Staff conduct fingerprinting/background checks, process public records, and maintain all personnel and medical employee files. This program also assists in the design and coordination of the employee's wellness programs, and citywide employee recognition efforts including the Years of Service Program.

**Trends:**

City budgetary and workforce reductions require employees to stretch resources and maximize productivity, making it more important than ever to recognize outstanding professional performance in formal and informal ways.

**Program Broad Goals:**

Continue to recognize and reward employee contributions in accordance with the City Council goals and employee values in a cost effective manner. Develop, implement and coordinate a document management process to establish an electronic records management system.

**Program 13/14 Objectives:**

Continue to refine employee recognition programs and develop methods to recognize employees in meaningful ways within fiscal constraints. Continue to maintain compliance in our records retention schedule while transitioning to an electronic records management system.

**Performance Measures**

**Program/Service Output: (goods, services, units produced)**

	<b>Actual 12/13</b>
Annual Employee Programs cost per employee	35

**Program/Service Output: (based on program objectives)**

	<b>Actual 12/13</b>
Annual Employee Programs expenditures	17,500.00

**Prior Year Highlights:**

- Implemented Employee Health City Program with a personal trainer to effectively improve employee health.
- United Way Campaign City wide contribution insurance from 4,047.00 to 8,698.00

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Human Resources Department | Operational Support and Employee Programs**

**Program/Service Output: (goods, services, units produced)**

Annual Employee Programs cost per employee	<b>Estimated 13/14</b> 34
--	------------------------------

**Program/Service Output: (based on program objectives)**

Annual Employee Programs expenditures	<b>Estimated 13/14</b> 17,000
---------------------------------------	----------------------------------

**Prior Year Highlights:**

- Coordinated Health and Wellness Fair in conjunction with Cityfest- 30 vendors participated
- Coordinated the United Way Campaign - pledge participation amount - \$4,047

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

### Human Resources Department | Payroll

#### **Program Description:**

The Payroll program develop, implements and maintains time recording and compensation payment processes in compliance with all Federal, State and City regulations.

#### **Trends:**

The primary trend in payroll management is to provide management and employee documentation through paperless automated systems. The payroll department utilizes direct deposit for payroll checks, which resulted in an increase from 85% to 87% of all employees receiving their bi-weekly pay electronically into their personal bank accounts. In keeping up with this trend, the Payroll department utilizes automated Reporting Service to provide historical payroll.

#### **Program Broad Goals:**

Develop and maintain integrated Personnel and Financial Systems – Develop and administer the various financial operating and internal control systems to ensure data integrity and ease of personal services financial information recording. Provide personal services financial information to stakeholders, i.e. citizens, media, financial institutions, and city staff on which they can make informed decisions and judgments about City operations and finances. Develop and implement efficient and effective time recording and payment processes – Ensure employee labor and leave usage is recorded and payroll transactions are processed in a timely, efficient and accurate manner.

#### **Program 13/14 Objectives:**

Continue to maintain all systems for time keeping payroll transactions and record retention in conformance with all State and Federal laws, and City administrative regulations. Complete all payroll processes within the required timeline. Continue to review and collaborate inter-departmentally and with technical staff to analyze and develop process enhancements by applying current available technology. Continue to provide citywide education to assist with compliance.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Human Resources Department | Payroll**

**Performance Measures**

**Program/Service Output: (goods, services, units produced)**

**Actual 12/13**

Number of Payroll checks and direct deposits processed

**Program/Service Output: (based on program objectives)**

**Actual 12/13**

Percentage of time Payroll processed bi-weekly payroll  
by 12 p.m. on pay week Wednesday

**Program/Service Output: (goods, services, units produced)**

**Estimated 13/14**

Number of Payroll checks and direct deposits processed

13,000

**Program/Service Output: (based on program objectives)**

**Estimated 13/14**

Percentage of time Payroll processed bi-weekly payroll  
by 12 p.m. on pay week Wednesday

100%

**Prior Year Highlights:**

- Worked with Ceridian Employee Assistance Program

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Human Resources Department | Risk Management**

**Program Description:**

The Risk Management program coordinates the City's safety and risk management function, including the procurement of insurance; investigates and adjusts claims in areas of property loss, liability, workers compensation; and unemployment compensation exposures; and assists in the preparation of fiscal impact statements and negotiations in the areas of employee health benefits. This budget is offset by internal service "user rates" charged to City operating departments.

**Trends:**

The City has experienced a leveling off in property-casualty insurance premiums for the past two years.

**Program Broad Goals:**

Reduce and contain the financial impact of liability and employee accident claims against the City to reduce cost to Taxpayers. Provide employee safety in the workplace through highly visible efforts and programs.

**Program 13/14 Objectives:**

Achieve the most cost effective excess insurance program for the premium funding available. Maintain financial health of the Loss Trust Fund. Keep total risk expenditures to less than 2% of overall City operating budget.

**Performance Measures**

**Program/Service Output: (goods, services, units produced)**

**Actual 12/13**

Premiums for excess insurance programs

**Program/Service Output: (based on program objectives)**

**Actual 12/13**

Maintain Risk Management budget to within 2%  
Of the City's operating budget



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Human Resources Department | Risk Management**

**Program/Service Output: (goods, services, units produced)**

Premiums for excess insurance programs

**Estimated 13/14**  
540,012

**Program/Service Output: (based on program objectives)**

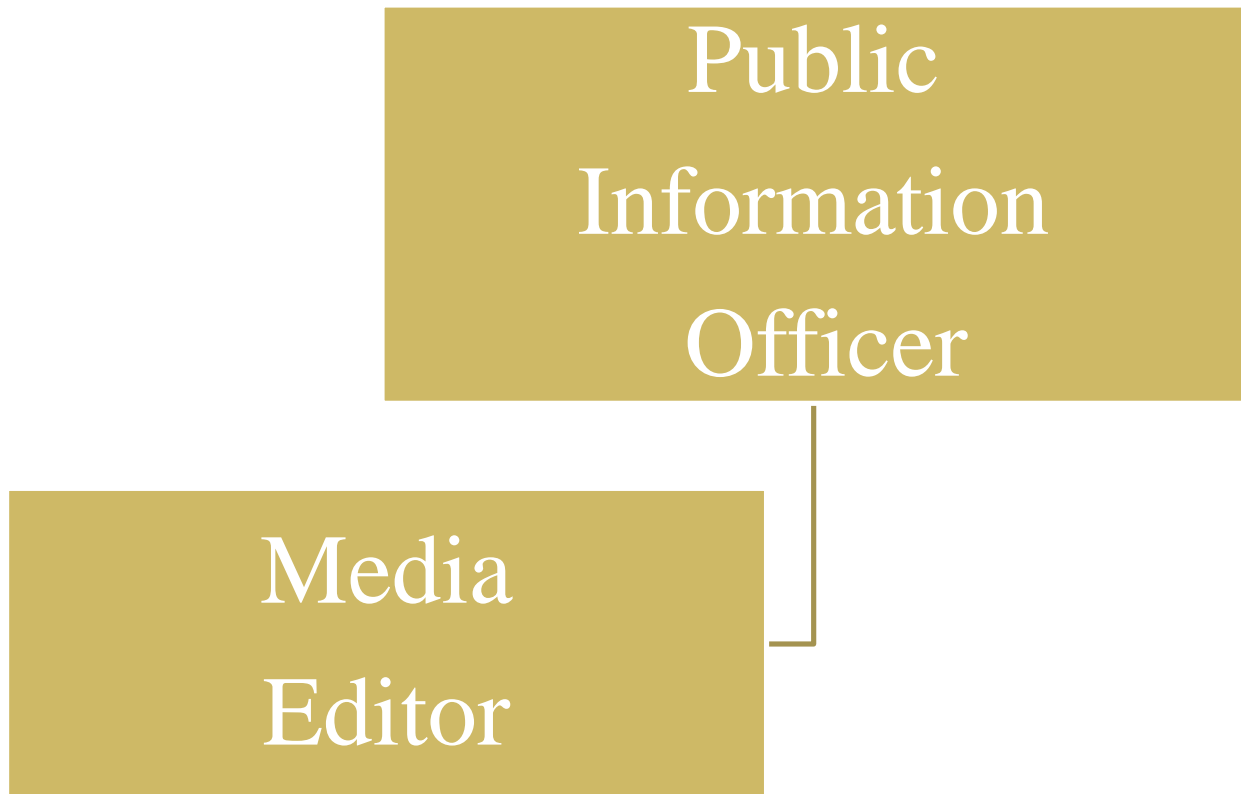
Maintain Risk Management budget to within 2%  
Of the City's operating budget

**Estimated 13/14**  
2%

**Prior Year Highlights:**

Decreased Workers Compensation by 35 injuries as compared to prior fiscal year

# Public Information Office Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Public Information</b>					
Expenditures					
Personnel Services	\$ 105,661	\$ 113,369	\$ 116,915	\$ 104,877	-10%
Employee Benefits	33,524	43,080	32,212	32,090	0%
New Personnel Costs	-	-	-	-	0%
Communications & Util.	4,890	5,958	4,733	5,083	7%
Rentals	-	-	-	-	0%
Repair & Maintenance	-	1,223	1,223	783	-36%
Building Maintenance	-	-	-	-	0%
Training & Education	3,267	653	5,100	4,515	-11%
Other Services & Charges	72,468	98,274	70,894	61,220	-14%
Materials & Supplies	7,127	8,580	4,750	7,960	68%
Capital Outlay	-	-	-	-	0%
Public Information Total	<u>\$ 226,936</u>	<u>\$ 271,137</u>	<u>\$ 235,827</u>	<u>\$ 216,528</u>	<u>-8%</u>

**Public Information Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Public Info. Officer/Marketing Rep.	1	1	1	1
Administrative Production Assistant	0.33	-	-	-
Media Editor	1	1	1	1
<b>Total Personnel</b>	<u>2.33</u>	<u>2</u>	<u>2</u>	<u>2</u>

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

### **Public Information/Marketing Department**

#### **Program Description:**

The Public Information department serves as the initial line of external communications to general public and media contacts via email, the collegeparkga.com website, social media (Facebook, Twitter, & Vimeo), telephony, in-person briefings, media contacts, etc.

Additionally, the department has been charged with creating the (business development) marketing platform for the city, including conceptualizing the media, managing the production, and tracking the negotiating of ad buys, frequency, budgeting, communicating City Council and organizational goals, planning and managing resources to ensure the accomplishments of such goals, event planning for key projects and addressing critical issues and concerns.

#### **Trends:**

Media conduits, specifically social media outlets have become the norm for successful marketing of ideas or products. Within the PIO office, *information* is treated similarly, due to the belief that disseminated messages are analogous to a packaged product. Our ultimate goal is to reach the target audience. High tech media, including flash PDF newsletters (including video) have proven to be reliable sources for marketing measures. Email, Web, Facebook, Twitter are other business-related social media outlets.

#### **Program Broad Goals:**

The goal of the Public Information Office is to create an atmosphere for the honest, open flow of information to the general public, citizens, media and business interests in the city. Additional goals include marketing the city to enhance business or quality of life interests, thus giving College Park a positive image for consideration by groups interested in visiting or setting up businesses here. It is imperative to utilize every resource possible, and to convincingly build the public expectation that the city of College Park is on the cutting edge of technology – social media, video, email and other external means of communication.

#### **Program Objectives:**

The Public Information Office is responsible for keeping the community informed and involved in our city. As a result, the Public Information Officer:

- Serves as a point of contact for citizens and the community when they are seeking information or wanting to share a suggestion or concern.
- Works with city departments to promote the positive accomplishments of employees.
- Maintains the city's website.
- Produces publications and marketing materials (ad campaigns).
- Serves as the media's liaison to the city.
- Coordinates media releases for local newspapers/TV/radio/collegeparkga.com/social media.
- Produces video photography to chronicle special events for broadcast on College Park's Comcast TV-23 channel.
- Writes, narrates and programs video segments for College Park TV-23

## CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

- Provides guidance for various city departments regarding media inquiries.

### Performance Measures

<b>Program/Service Output: (goods, services, units produced)</b>	<b>Estimated 13/14</b>
# of readers for local, statewide and national publications	(avg 30,000 per magazine)
# of likes on Facebook, Twitter page	(appx 400 followers)
# of viewers on College Park TV-23	(up to 5,000 daily)
# of views College Park video-on-demand – YouTube/Vimeo	(appx. 5500 views annually)
# of programs produced for College Park TV-23	(252 video reports – YTD)
# of press releases produced	(174 YTD)
# of ad campaigns produced	(appx. 11 new campaigns)

### Program/Service Expectations, New Initiatives

The Public Information Office has envisioned new program offerings for print, web and television in each of the previous 4 years of the current administrator's tenure. Technological advancements from years 1-4 include a complete overhaul of the city's [www.collegeparkga.com](http://www.collegeparkga.com) website; new (print) media campaigns, including the hiring of local talent that is instantly accessible so as to reduce delay or expedite rush orders for publication; and the transition from slide based television messages to a high-quality broadcast via the Comcast government television channel. The PIO office singlehandedly performed requests for proposals on each of the aforementioned enhancements, and carried out the finalization of each task while following all requirements of transparency, and keeping the City Manager, Mayor & Council abreast at each crucial period during the processes.

Greater challenges are just over the horizon; a city newsletter, aimed at inside and outside communications is among the new endeavors, and has become policy during the 2012 - 13 fiscal years. Also, program offerings on College Park TV-23, the city's government television channel will become more varied and broad, with emphasis on helpful documentaries for College Park citizens. Recent developments, specifically, College Park's new designation as an Opportunity Zone have resulted in a concerted effort to help market the city by developing narrated video stories regarding available land, business incubator programs and positive quality-of-life stories to help attract new corporate interests. Many of the video vignettes have been viewed during engagements for the Airport Area Chamber, the College Park Destination Marketing

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

Organization, various city-supported ribbon cuttings, and professional workshops or out of town Development/Airport Director conferences.

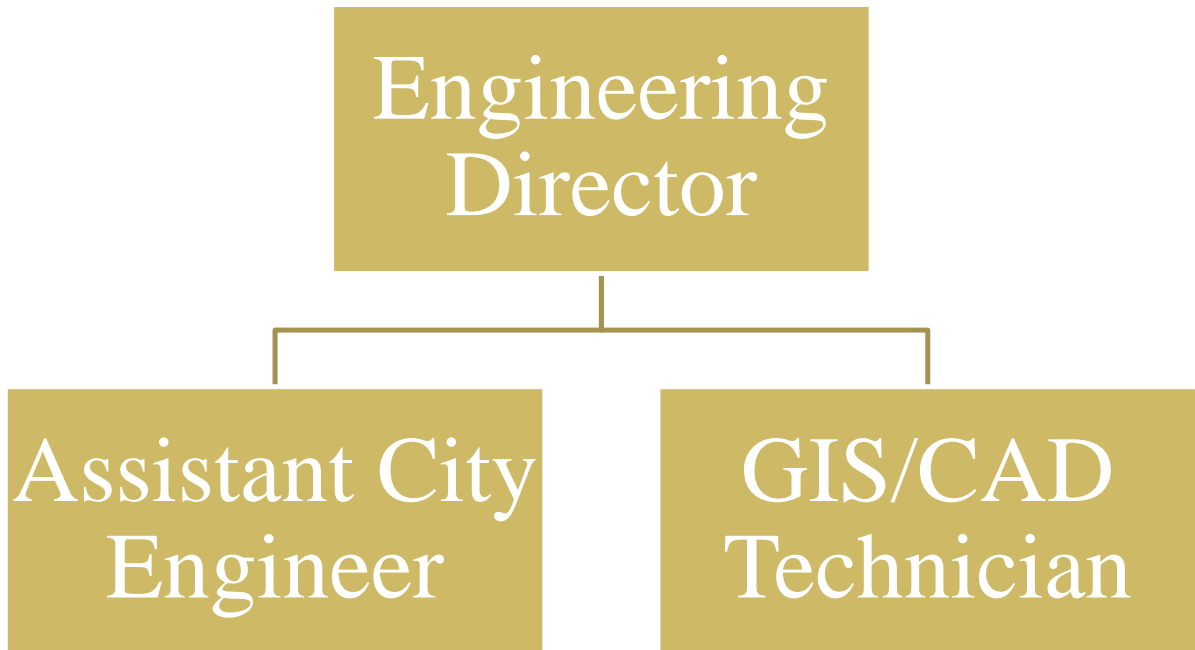
**Prior Year Highlights:** High quality production of marketing videos, new ad campaigns and continued exploration in Youtube.com marketing and PR have highlighted the 2011-12 fiscal year. College Park enjoyed a reduction in cost for video-on-demand by eliminating the proprietary Leightronix service (\$2,800 annual contract) for a free version @ [www.Youtube.com/CollegeParkTV23](http://www.Youtube.com/CollegeParkTV23). Expanded reach of video chronicles, with concentration on merging ideas with the Development unit. The city's venture into electronic billboards was a great success. Media coverage included many areas around the I-285 corridor (market-wide) and the Camp Creek/Tuskegee Airman highway.

**Performance Measures (additional)**

<b>Program/Service Outputs: (goods, services, unit produced)</b>	<b>Estimated 13/14</b>
Video story creation	50
Press Releases	55
Facebook/Twitter Followers	2,500
Newsletters	2

**Program/Service Outcomes: (based on program objectives)**      **Estimated 13/14**  
Continue to build fans of the city's web page by populating or tweeting new messages across a broad range of issues of great interest to citizens, staff and businesses in College Park. Measurement rated by number of new fans, hits, or responses to request tracker page on collegeparkga.com.

# Engineering Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Engineering</b>					
Expenditures					
Personnel Services	\$ 292,082	\$ 231,087	\$ 230,492	\$ 233,228	1%
Employee Benefits	59,091	50,066	57,809	66,859	16%
New Personnel Costs	-	-	-	-	0%
Communications & Util.	8,980	8,968	7,780	8,450	9%
Repair & Maintenance	763	3,832	4,505	6,411	42%
Training & Education	4,691	4,535	7,300	7,300	0%
Other Services & Charges	21,479	23,723	56,429	22,983	-59%
Materials & Supplies	11,093	9,302	16,450	13,350	-19%
Capital Outlay	-	-	2,501,700	2,276,783	-100%
<b>Engineering Total</b>	<b>\$ 398,179</b>	<b>\$ 331,513</b>	<b>\$ 2,882,465</b>	<b>\$ 2,635,364</b>	<b>-9%</b>

**Engineering Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Engineering Director	1	1	1	1
City Engineer	1	1	1	1
Assistant City Engineer	-	-	-	-
GIS/CAD Technician	1	1	1	1
Administrative Assistant	-	-	-	-
<b>Part Time Positions:</b>				
Administrative Coordinator	-	-	-	-
<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Engineering Department**

**Program Description:**

Engineering Department program provides technical services to the Citizens, Mayor, Council, Department Heads, Staff, and other Government Entities. These technical services include but are not limited to Plan Review, Storm Water Review, Geographic Information Systems (GIS), Records, and Construction Administration to insure compliance with all Federal, State, County, and City rules and regulations.

**Trends:**

Preserve Historic College Park (Fourth largest Historic District in Georgia behind Savannah, Macon, and Atlanta (all former or current State capitols)) while building a futuristic City to handle the demands of the Busiest Airport in the World at Hartsfield Jackson International Airport with 35 hotels having 5,000 rooms. Anticipate our customers' desires while providing the best possible customer service through a quick turnaround in reviewing Site Plans for Engineering and Storm Water issues.

**Program Broad Goals:**

Provide timely review for all Site Plans concerning all Engineering issues. Provide quality and timely inspections. Ensure that the City complies with all mandates of Storm Water Management including National Flood Insurance Program (NFIP), National Pollution Discharge Elimination System (NPDES), and Community Rating System (CRS).

**13/14 Objectives:**

Complete Plan Review within two weeks. Maintain or improve Community Rating System (CRS) Class 6. Complete first inspection within five business days.

**Performance Measures**

**Program/Service Outputs (goods, services, units produced)**

Provide timely and quality construction document review for engineering and site plan submittals within 14 days.

**Actual 12/13**

96%

**Program/Service Outcomes (based on program objectives)**

Review Site Plans within fourteen days.

**Actual 12/13**

96%

Federal Emergency Management Administration (FEMA)

95%

Community Rating System (CRS) (Measures how well the City Manages its floodplains based on Insurance Services Organization's (ISO) federal audit. First organization in the State of Georgia to receive

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

Level 6 which is in the 95<sup>th</sup> percentile in the Nation).

Inspections to be performed within five business days. 96%

**ENGINEERING DEPARTMENT**

**Program/Service Outputs (goods, services, units produced)**

**Estimated 13/14**

Provide timely and quality construction document review for engineering and site plan submittals with 14 days.

95%

**Program/Service Outcomes (based on program objectives)**

**Estimated 13/14**

Review Site Plans within fourteen days.

95%

Federal Emergency Management Administration (FEMA)

6

Community Rating System (CRS) (Measures how well the City Manages its floodplains based on Insurance Services Organization's (ISO) federal audit. First organization in the State of Georgia to receive Level 6 which is in the 95<sup>th</sup> percentile in the Nation).

Inspections to be performed within five business days.

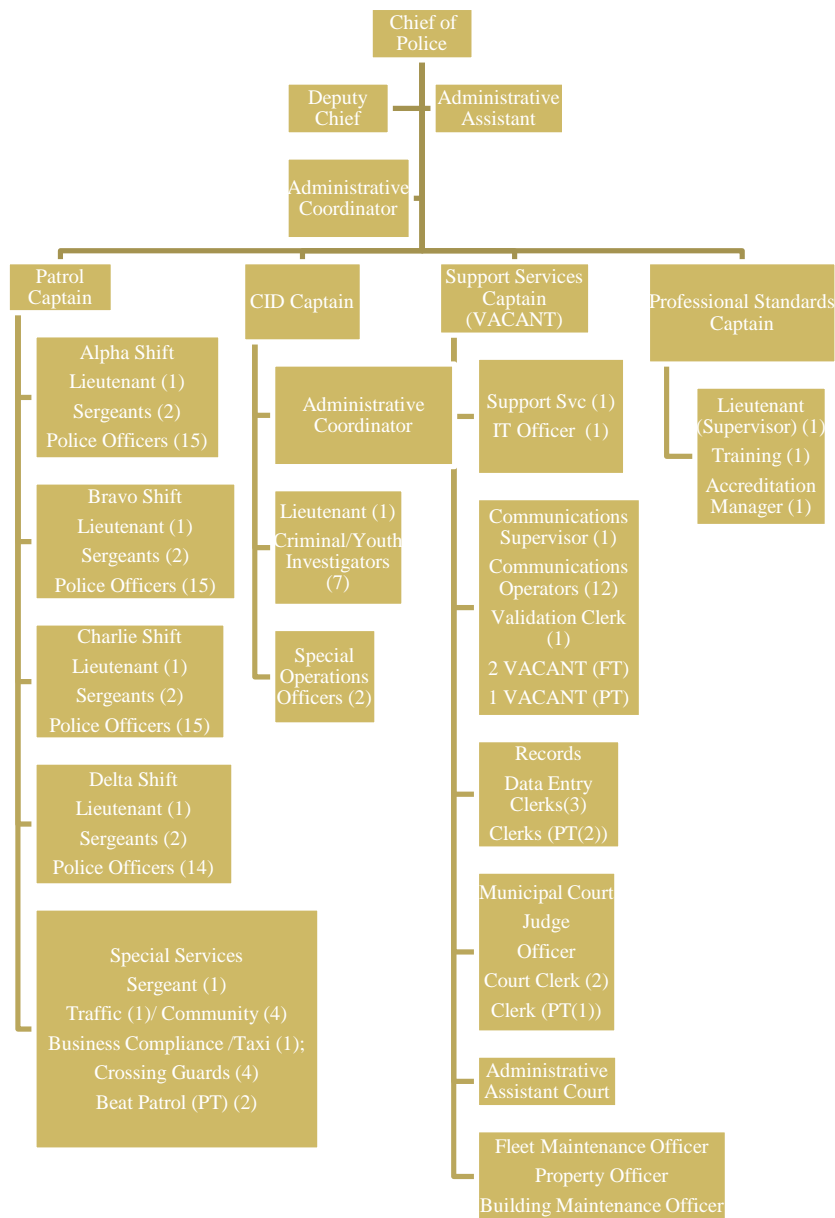
95%

**Prior Year Accomplishments**

- Assisted Water and Sewer Division in the negotiated settlement which minimized our financial liability to \$3 million in Operational Costs and \$8 million in Capital costs.
- Completed Storm Water Management Program and Golf Course Pond Rehabilitation with 60% Federal Stimulus grant and 40% Georgia Environmental Facilities Authority (GEFA) loan at 3% for 20 years.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

# Police Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	2011 Actual	2012 Actual	2013 Amended Budget	2014 Council Adopted	% Change 2013 to 2014
<b>Municipal Court</b>					
Expenditures					
Personnel Services	\$ 231,602	\$ 237,922	\$ 271,986	\$ 292,220	7%
Employee Benefits	31,629	29,090	53,198	32,156	-40%
Repair & Maintenance	-	150	300	300	0%
Training & Education	1,746	3,012	5,780	5,780	0%
Other Services & Charges	55,379	103,934	104,954	97,655	-7%
Materials & Supplies	12,389	12,351	18,760	19,040	1%
<b>Municipal Court Expenditure Total</b>	<b>\$ 332,745</b>	<b>\$ 386,460</b>	<b>\$ 454,978</b>	<b>\$ 447,151</b>	<b>-2%</b>

	2011 Actual	2012 Actual	2013 Amended Budget	2014 Council Adopted
<b>Full Time Positions:</b>				
Administrative Assistant	1	1	1	1
Administrative Coordinator	1	1	0	0
Judge	1	1	1	1
EDP Technian	0	0	-	-
Account Clerk	1	1	1	1
Solicitor	0	1	1	1
<b>Part Time Positions:</b>				
Clerk	3	3	3	3
Judge	2	2	2	2
Solicitor	0	1	1	1
<b>Total Personnel</b>	<b>9</b>	<b>11</b>	<b>10</b>	<b>10</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	2011 Actual	2012 Actual	2013 Amended Budget	2014 Council Adopted	% Change 2013 to 2014
<b>Police Administration</b>					
<b>Expenditures</b>					
Personnel Services	\$ 845,300	\$ 799,717	\$ 701,402	\$ 724,200	3%
Employee Benefits	229,962	240,181	208,205	252,379	21%
Communications & Util.	122,990	150,644	124,128	172,589	39%
Rentals	36		-	-	0%
Repair & Maintenance	7,108	11,083	23,455	35,606	52%
Building Maintenance	197,019	189,493	107,880	82,417	-24%
Training & Education	3,449	1,786	3,850	3,500	-9%
Other Services & Charges	254,991	269,137	325,686	337,202	4%
Materials & Supplies	31,426	33,440	59,685	59,935	0%
Capital Outlay	-	-	-	-	0%
<b>Police Administration Total</b>	<b>\$ 1,692,281</b>	<b>\$ 1,695,480</b>	<b>\$ 1,554,291</b>	<b>\$ 1,667,828</b>	<b>7%</b>

	2011 Actual	2012 Actual	2013 Amended Budget	2014 Council Adopted
<b>Full Time Positions</b>				
Chief	1	1	1	1
Deputy Chief	1	1	1	1
Captain	1	0	0	0
Lieutenant	1	1	1	1
Sergeant	1	1	1	1
Police Officer	3	3	2	2
EDP Tech	1	1	1	1
Validation Clerk	0	0	0	0
Administrative Assistant	2	2	2	2
Administrative Coordinator	2	2	2	2
Custodian (Building Maint Specialist)	1	1	1	1
<b>Part Time Positions:</b>				
Clerk	1	1	1	1
<b>Total Personnel</b>	<b>15</b>	<b>14</b>	<b>13</b>	<b>13</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Program Name: Police Administration**

**Program Description:**

The Office of the Chief provides the leadership, management, strategic planning and administrative support necessary to ensure the most effective delivery of public safety services to the community. These include special community functions such as the Citizen Police Academies, citizen and media requests for information, and the reporting of newsworthy items of community interest. This office is also responsible for coordination and administration of fiscal control, record keeping, and accountability functions.

**Trends:**

Retaining the open lines of communication with the community remains vital to our public safety mission. Thus, this outreach effort is established as a key objective of the Office of the Police Chief. Identify and implement strategies, initiatives, and staffing needs assessments to ensure the department continues to meet service demands during the current economic challenges.

**Program Broad Goals:**

Implement the new structure for the Police Department for effective and timely services to the community. Create positive community partnerships and enhance quality communication with our citizens.

**Program Objectives:**

Identify and implement efficient and effective improvements in the Police Department. Continue community outreach efforts, through the Citizen Academy, through the Public Information Officer's role in informing our citizens, and through the Department's daily contact with residents, business owners, and visitors at the officer level.

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

	<b>Estimated 13/14</b>
# of Citizen Academy conducted	2
# of community meetings attended (monthly)	20

**Program / Service Outcomes: (based on program objectives)**

	<b>Estimated 13/14</b>
Community Neighborhood Watch meetings, Crime Prevention/Safety Education and Awareness events.	398

Ensure College Park Uniform Crime Report, Part I crimes are

Fulton County

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

Below Fulton County's average.

5,859

College Park

2,149

**Police Administration (Continued)**

**Prior Year Highlights**

- As we have hired some of the best and brightest our community has to offer, we had four officers to leave this agency for another career path this year. This trend is not isolated to our agency however, in speaking with representatives from neighboring police departments; we find they are experiencing it as well. These comparisons reflect a normal attrition rate for law enforcement agencies our size.
- During our in-service training period we ensured that all personnel received the training mandated. With us having several instructors within the department, several assisted in the training as well as utilizing online courses hosted by the Georgia Public Safety Training Center. As a result, personnel were exposed to a wide range of knowledge and experiences. The firearms staff instituted a process whereby officers have the opportunity to sign up and attend "Open Range" days once a month. In addition, when an officer feels confident in his/her skill level, they are allowed to qualify. The result has been more officers taking an interest in their firearm skills and bettering those skills. It has also decreased the number of officers receiving remedial training and the associated costs. The Department also implemented a monthly training program focusing on nutrition, weight training, aerobic training and defensive tactics, to improve the mental and physical readiness of all employees.
- As we continue to strive to hold ourselves accountable for our actions and instill an atmosphere of fair and equitable discipline, the department entertains all citizen complaints and investigations are conducted when necessary. In doing so, we ensure that the concerned citizens and the involved agency personnel receive fair and impartial treatment.
- The Department obtained State Accreditation in July of 2010 and are consistently updating and making policy changes to maintain compliance with Accreditation requirements. We are due for review and renewal in 2013.
- The Department had a 24% decrease in burglaries in 2012. In comparison with other departments in Fulton County, this was the second highest decrease in all agencies (Milton had the highest decrease) and the highest decrease of agencies in south Fulton County.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	2011 Actual	2012 Actual	2013 Amended Budget	2014 Council Adopted	% Change 2013 to 2014
<b>Police Investigations</b>					
<b>Expenditures</b>					
Personnel Services	\$ 538,745	\$ 565,203	\$ 622,050	\$ 636,478	2%
Employee Benefits	155,624	182,114	163,131	209,660	29%
Communications & Util	18,446	30,681	10,600	33,762	219%
New Personnel Costs	-	-	3,728		
Repair & Maintenance	10,670	7,642	8,779	21,859	149%
Training & Education	550	665	2,850	3,095	9%
Other Services & Charges	17,138	45,870	39,286	24,208	-38%
Materials & Supplies	16,945	15,643	21,840	21,725	-1%
Capital Outlay	-	-	-	-	0%
<b>Police Investigations Total</b>	<b>\$ 758,118</b>	<b>\$ 847,819</b>	<b>\$ 872,264</b>	<b>\$ 950,787</b>	<b>9%</b>

	2011 Actual	2012 Actual	2013 Amended Budget	2014 Council Adopted
<b>Full Time Positions:</b>				
Major	0	0	1	1
Captain	1	1	0	0
Lieutenant	1	1	1	1
Sergeant	1	1	1	1
Police Investigators	8	8	8	8
Administrative Assistant	0	0	0	0
Administrative Coordinator	1	1	1	1
<b>Total Personnel</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Public Safety | Criminal Investigation Division**

**Program Description:**

The Criminal Investigation Division is responsible for the investigation of all manner of crimes; both felony and misdemeanor which occurs within the jurisdiction of the City of College Park.

**Trends:**

Property crimes are on the increase city wide due to economic stress. The number of quality of life cases (prostitution, loitering, etc.) has declined due to targeted enforcement efforts.

**Program Broad Goals:**

Conduct thorough and complete investigations in a timely manner with an emphasis of targeting repeat offenders in order to exceed Uniform Crime Report clearance rates. Utilize a multi-disciplinary approach to burglary and property crime investigation through intelligence, crime analysis, investigation and crime prevention, in an effort to increase the burglary and property crime clearance rates and obtain a reduction in these same crimes.

**Program 13/14 Objectives:**

Exceed the Uniform Crime Report clearance rate for homicide, aggravated assault and robbery. Identify violent crime and property crime trends and concentrate investigative efforts on dangerous repeat offenders and distribute information in a timely manner. Increase the clearance rate in burglary and theft cases by proactively and aggressively investigating crimes, crime trends and repeat offenders with a goal of burglary and theft reduction.

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

	<b>Actual 12/13</b>
# of property crimes	1,082
# of violent crimes	205

**Program / Service Outcomes: (based on program objectives)**

	<b>Actual 12/13</b>
Achieve a 31% clearance rate for property crimes and violent crimes combined.	13%

**Program / Service Outputs: (goods, services, units produced)**

	<b>Estimated 13/14</b>
# of property crimes	800
# of violent crimes	180

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Program / Service Outcomes: (based on program objectives)**

Achieve a 31% clearance rate for property crimes and violent crimes combined.

**Estimated 13/14**  
15%

**Prior Year Highlights:**

- The Patrol Division and the Criminal Investigation Division jointly set up a Special Operations Unit whose purpose is to target specific areas in the city. They utilize a combination of marked and unmarked units to conduct operations. The unit works closely with Patrol shifts and has helped make a positive impact in crime reduction.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	2011 Actual	2012 Actual	2013 Amended Budget	2014 Council Adopted	% Change 2013 to 2014
<b>Police Patrol</b>					
<b>Expenditures</b>					
Personnel Services	\$ 4,051,486	\$ 4,152,717	\$ 4,296,267	\$ 4,368,180	2%
Employee Benefits	1,191,876	1,330,531	1,113,855	1,509,706	36%
New Personnel Costs	-	-	873		
Communications & Util.	27,532	31,261	76,300	65,742	-14%
Rentals			-	-	0%
Repair & Maintenance	291,231	278,119	271,200	274,155	1%
Building Maintenance	20		-	-	0%
Training & Education	6,792	2,118	2,000	2,000	0%
Other Services & Charges	173,793	390,793	274,909	327,920	19%
Materials & Supplies	212,172	296,353	286,860	260,160	-9%
Capital Outlay	331,287	429,786	218,525	132,145	-40%
Debt Services	93,888				
<b>Police Patrol Total</b>	<b>\$ 6,380,077</b>	<b>\$ 6,911,678</b>	<b>\$ 6,540,789</b>	<b>\$ 6,940,008</b>	<b>6%</b>

	2011 Actual	2012 Actual	2013 Amended Budget	2014 Council Adopted
<b>Full Time Positions:</b>				
Major	0	0	1	1
Captain	1	1	0	0
Lieutenant	5	5	5	5
Sergeant	9	9	9	9
Police Officer	69	64	64	64
<b>Part Time Positions:</b>				
School Crossing Guards	2	2	2	2
Police Officers (Foot Patrol)	2	2	2	2
<b>Total Personnel</b>	<b>88</b>	<b>83</b>	<b>83</b>	<b>83</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Public Safety | Patrol Services**

**Program Description:**

The Patrol Services program provides general law enforcement and first responder responsibilities, completes initial criminal and traffic investigations, performs traffic control and enforcement duties, implements community policing strategies and utilizes other department resources to solve community or crime related problems.

**Trends:**

Increased demand for patrol resources due to the increased growth and development within the city.

**Program Broad Goals:**

Prevent crime and disorder by taking appropriate and proactive measures designed to reduce criminal activity and by maintaining the quality and effectiveness of policing services. Respond promptly to calls for service. Develop safer neighborhoods through community partnerships and participation. Enhance traffic safety through enforcement and education.

**Program 13/14 Objectives:**

Proactively target repeat offenders, identify and predict problem areas and crime patterns in the community utilizing crime data analysis, community input and police observation. Increase neighborhood watch participation and strengthen partnerships with code enforcement, home owners, and business and community associations.

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

	<b>Actual 12/13</b>
# Proactive (self-initiated and directed patrol) calls	21,422.
# of all calls for service	48,520.

**Program / Service Outcomes: (based on program objectives)**

	<b>Actual 12/13</b>
Achieve a standard of 5 minutes or less for response to Emergency calls for service	5.43

**Program / Service Outputs: (goods, services, units produced)**

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<b>Estimated 13/14</b>
# Proactive (self-initiated and directed patrol) calls	22,000
# of all calls for service	42,000

**Program / Service Outcomes: (based on program objectives)**

	<b>Estimated 13/14</b>
Achieve a standard of 5 minutes or less for response to Emergency calls for service	5.30

**Prior Year Highlights:**

- The Patrol Division and the Criminal Investigation Division jointly set up a Special Operations Unit whose purpose is to target specific areas in the city. They utilize a combination of marked and unmarked units to conduct operations. The unit works closely with Patrol shifts and has helped make a positive impact in crime reduction.
- The Community Oriented Police (COPS) unit participated in a record number of community events to demonstrate our commitment to develop positive relationships with the citizens and businesses of College Park. Fleet accidents were significantly reduced.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	2011 Actual	2012 Actual	2013 Amended Budget	2014 Council Adopted	% Change 2013 to 2014
<b>Corrections</b>					
<b>Expenditures</b>					
Personnel Services	\$ 120,878	\$ 155,218	\$ 166,045	\$ 203,647	23%
Employee Benefits	32,651	49,521	40,434	54,952	36%
Communications & Util.	-		200		-100%
Repair & Maintenance	367	703	1,450	3,589	148%
Training & Education	100	350	600	600	0%
Other Services & Charges	327,372	261,111	330,838	320,487	-3%
Materials & Supplies	10,823	6,949	18,300	15,100	-17%
Cost Of Sales	10,214	6,648	7,200	6,000	-17%
Capital Outlay	-	34,665		-	0%
<b>Corrections Total</b>	<b>\$ 502,405</b>	<b>\$ 515,166</b>	<b>\$ 565,067</b>	<b>\$ 604,375</b>	<b>7%</b>

	2011 Actual	2012 Actual	2013 Amended Budget	2014 Council Adopted
<b>Full Time Positions</b>				
Jailer	4	4	4	4
<b>Part Time Positions:</b>				
Jailer	2	2	2	2
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Public Safety | Corrections**

**Program Description:**

The Corrections Program provides short-term holding for persons arrested by College Park police officers, prisoner transportation between our jails, county jails and City Court, and fingerprinting services for City Court and the public.

**Trends:**

Detention continues to experience growth in the number of bookings, which drive all workload activities. The number of prisoner transports grows at a greater pace due to a larger proportion of detainees who cannot afford to post bond. The unit is also experiencing more hearings in which our prisoners housed at the Union City jail have to be brought back to City Court. The contract costs for prisoner housing at the Union City jail continues to rise because of the increasing number of arrest and the sentencing.

**Program Broad Goals:**

Provide quality care, custody and control of detainees in a safe environment. Provide prisoner transportation between Union City jail, County jails, and City Court. Provide night time prisoner transport to Union City and Fulton County jail.

**Program 13/14 Objectives:**

Respond to increased number of prisoner bookings and ensure proper identification and compliance with judicial proceedings. To increase the number of certified jailers to handle the increased number of prisoner transports due to the ride in prisoners housed at the Union City jail and the number of hearings required at City Court. Keep Patrol officers on the streets by using detention personnel for night time prisoner transports to Union City when staffing permits.

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

	<b>Actual 12/13</b>
# of bookings performed	3,120
# of prisoner transports completed	745

**Program / Service Outcomes: (based on program objectives)**

	<b>Actual 12/13</b>
Reduce prisoner transports to Union City by patrol officers by using detention officers when scheduling permits.	20%

**Program / Service Outputs: (goods, services, units produced)**

	<b>Estimated 13/14</b>
# of bookings performed	2,800

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

# of prisoner transports completed 680

**Program / Service Outcomes: (based on program objectives)**

**Estimated 13/14**

Reduce prisoner transports to Union City by patrol officers by using detention officers when scheduling permits.

10%

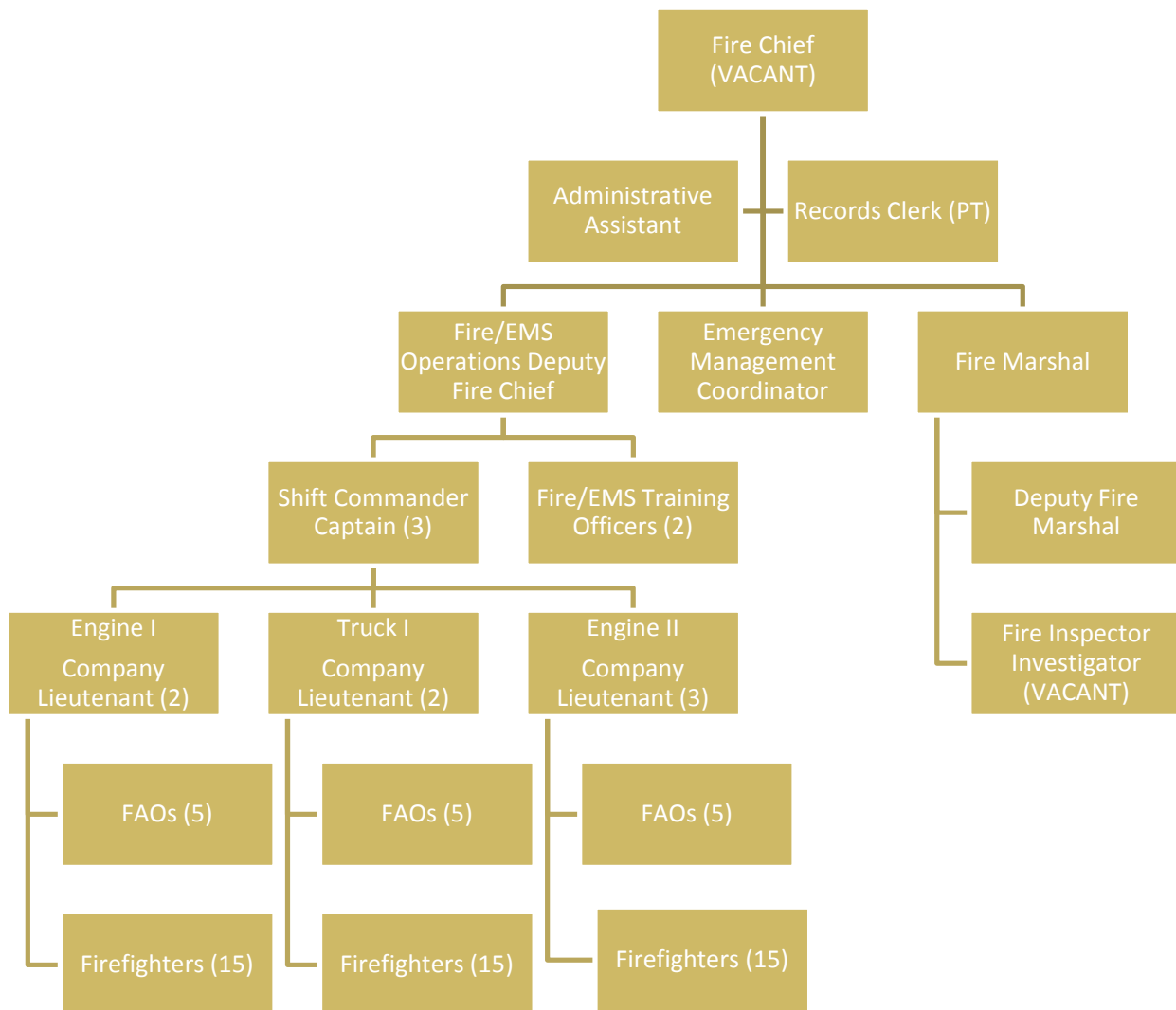
**Prior Year Highlights**

- The Corrections Division completed the required guidelines for the State Certification.
- Improved data collection and booking guidelines for inmates.



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET

# Fire Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual Amount</u>	<u>2012 Actual Amount</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Fire Administration</b>					
Expenditures					
Personnel Services	\$ 468,670	\$ 447,973	\$ 379,977	\$ 333,726	-12%
Employee Benefits	120,165	108,488	85,734	116,473	36%
Communications & Util.	78,014	80,609	80,242	79,595	-1%
Repair & Maintenance	16,654	22,889	23,044	34,667	50%
Building Maintenance	101,291	82,344	51,800	35,000	-32%
Training & Education	25,348	20,271	14,799	16,129	9%
Other Services & Charges	43,399	99,445	28,614	25,069	-12%
Materials & Supplies	20,723	17,054	24,858	16,200	-35%
Cost Of Sales	1,272	1,461	1,500	1,500	0%
Capital Outlay	-	-	-	-	0%
<b>Fire Administration Total</b>	<b>\$ 875,536</b>	<b>\$ 880,534</b>	<b>\$ 690,568</b>	<b>\$ 658,359</b>	<b>-5%</b>

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Approved</u>
<b>Full Time Positions:</b>				
Fire Chief	1	1	1	1
Deputy Fire Chief	1	1	1	1
Administrative Assistant	1	1	1	1
Fire Marshal	1	1	1	1
Deputy Fire Marshal	-	-	-	-
Inspector/Investigator	-	-	-	-
Fire Training Instructor	1	1	1	1
Emergency Management Coordinator	-	-	-	-
<b>Part Time Positions:</b>				
Records Clerk	1	1	1	1
Custodian	-	1	1	1
<b>Total Personnel</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

### **Program Description: Fire Department**

The purpose of the Fire Department is to reduce the incidence and severity of emergencies and provide the highest level of fire and emergency service protection possible. Our department consists of three (3) primary service areas: Fire Administration, Fire Suppression and Emergency Medical Services.

The Fire Department's mission focuses on providing comprehensive life safety services to the residents and visitors of the City of College Park; totaling approximately 9.7 square miles. These life safety services include fire suppression, Emergency Medical Services (EMS), hazardous materials mitigation. The Department delivers service daily from a network of 2 fire stations, operated by 2 fire engine companies, 1 ladder truck company and 2 Rescue units.

### **Trends**

The overall mission of the fire service is to protect life, property, and natural resources from fire and other emergencies. With increasing demands, the fire service must utilize the best tools, techniques, and training methods to meet the expectations of its residents, businesses and visitors. Risk assessment, preparedness, and mitigation are primary issues challenging today's fire and emergency services departments. Timely and effective emergency response cannot be continually achieved without adequate planning and preparedness.

### **Program Broad Goals**

#### **Fire Administration**

##### Goals:

1. Assure timely and efficient fire and emergency response to all citizens, visitors and businesses in the City of College Park.
2. Continue to promote a high degree of professional behavior and communications for all members of the department.
3. Continue to Improve Disaster preparedness and response capability by providing direct training to current personnel who will assist with the training of the various City departments.

##### **Objectives:**

1. Accurately identify and validate the Standards of Response and ensure it is publicized to our members and the community.
2. Develop and coordinate an annual Disaster Exercise with the City departments.
3. Improve communication and strengthen relationships between divisions in the department; between Management and Operations.

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

### **Performance Measures**

1. Update our Standards of Response to form the basis for fiscal planning, resource management, training requirements, and our pre-incident planning process by October 2013.
2. Conduct and evaluate a minimum of one (1) College Park Disaster Preparedness Exercise by January 2014.
3. Establish a shift change process that includes all company officers to capture all previous day activities and discuss future events; conduct and document regular staff and department meetings and briefings.

### **Fire Marshal/Risk Assessment**

#### **Goal:**

Educate our community on the dangers of fire and provide prevention information to help prevent fires and limit life risks.

#### **Objectives:**

1. Limit fire losses in the community
2. Strengthen Fire Prevention support capability to ensure critical life safety and fire safety components are included in all levels of work.
3. Perform accurate and timely enforcement functions to ensure a minimum level of compliance with established safety standards.

#### **Performance Measures:**

1. Increase fire inspections to ensure all businesses are inspected annually.
2. Conduct comprehensive fire inspections on all City owned facilities annually to include all fire stations
3. Work with appropriate College Park departments, Code Enforcement and Building inspections Department to conduct accurate plan review of all designs prior to established deadlines.

#### **Program/ Service Outputs: (goods, services, unit produced)**

#### **Fire and Life Safety Activities**

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

<b>Investigations &amp; Inspections 2010-2012</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Investigations</b> (Fire & Code Enforcement)	136	144	167
<b>Inspections</b> (New & Existing Structures)	1,271	1,280	678

<b>Plan Reviews 2010-2012</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>New Construction, ADA Life Safety Codes, etc.</b>	111	95	118

<b>Public Education /Fire Safety Education 2010-2012</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Community Presentations, Schools, Fire Prevention Week</b>	58	87	49

<b>Arrests 2010-2012</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Arrests (charges) resulting from arson fires, code violations</b>	21	9	4

**Prior Year Highlights**

**Fire Administration**

Discontinued the public safety building cleaning contract of a \$144,000.00 annually and hired a part-time custodian at a savings of approximately \$32,000.00 annually.

Fire Chief Enrolled in the Homeland Security and Emergency Management Program at the University of Georgia griffin Campus

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u> <u>Amount</u>	<u>2012 Actual</u> <u>Amount</u>	<u>2013 Amended</u> <u>Budget</u>	<u>2014 Council</u> <u>Approved</u>	<u>% Change</u> <u>2013 to 2014</u>
<b>Fire Suppression</b>					
Expenditures					
Personnel Services	\$ 2,378,932	\$ 3,661,553	\$ 4,000,075	\$ 3,742,298	-6%
Employee Benefits	771,679	1,167,832	922,636	1,199,507	30%
Communicat - Communications & Util.	32,016	28,377	26,500	7,161	-73%
Repair & Maintenance	95,804	118,806	143,702	99,040	-31%
Building Maintenance	1,298	-	-	-	0%
Training & Education	14,353	8,600	7,950	14,450	82%
Other Services & Charges	118,389	91,748	101,649	115,038	13%
Materials & Supplies	183,884	134,446	100,800	116,100	15%
Cost Of Sales	2,102	1,450	1,500	1,500	0%
Capital Outlay	21,058	49,268	9,700	-	100%
<b>Fire Suppression Total</b>	<b><u>\$ 3,619,515</u></b>	<b><u>\$ 5,262,080</u></b>	<b><u>\$ 5,314,512</u></b>	<b><u>\$ 5,295,094</u></b>	<b>0%</b>

**Fire Suppression Personnel**

<b>Full Time Positions:</b>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended</u> <u>Budget</u>	<u>2014 Council</u> <u>Approved</u>
Captain	3	3	3	3
Lieutenant	9	9	9	9
Driver Engineer (FAO)	21	21	21	21
Firefighter	37	37	37	37
<b>Total Personnel</b>	<b><u>70</u></b>	<b><u>70</u></b>	<b><u>70</u></b>	<b><u>70</u></b>

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

### **Program Description: Fire Suppression**

The purpose of the Fire Department is to reduce the incidence and severity of emergencies and provide the highest level of fire and emergency service protection possible. Our department consists of three (3) primary service areas: Fire Administration, Fire Suppression and Emergency Medical Services.

The Fire Department's mission focuses on providing comprehensive life safety services to the residents and visitors of the City of College Park; totaling approximately 9.7 square miles. These life safety services include fire suppression, Emergency Medical Services (EMS), hazardous materials mitigation. The Department delivers service daily from a network of 2 fire stations, operated by 2 fire engine companies, 1 ladder truck company and 2 Rescue units.

### **Trends**

The overall mission of the fire service is to protect life, property, and natural resources from fire and other emergencies. With increasing demands, the fire service must utilize the best tools, techniques, and training methods to meet the expectations of its residents, businesses and visitors. Risk assessment, preparedness, and mitigation are primary issues challenging today's fire and emergency services departments. Timely and effective emergency response cannot be continually achieved without adequate planning and preparedness.

### **Fire Suppression**

#### **Goal**

1. Continue to maintain the minimum number of personnel assigned daily to initiate the critical tasks that are outlined in the City of College Parks Standards of Response.

#### **Objectives**

1. Comply with the validated Standards of Response.

#### **Performance Measures**

1. All structural firefighting operations will have a minimum of 18 personnel on scene 100% of the time.
2. Explore the cost impact and evaluate the efficiency of the following for potential submission in future budgets: increase the number of minimum on-duty firefighters per shift (work towards NFPA 1710 standards).
3. Provide training and equipment to ensure all major hazardous materials events will have a minimum of 9 appropriately trained personnel on scene 90% of the time.
4. Maintain accurate data that captures the time of call and time of dispatch for every incident 80% of the time.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Program/Service Output:**

**CPFR THREE YEAR CALL HISTORY**

	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Fire Calls</b>	157	153	151
<b>EMS Calls</b>	4,095	4051	4,573
<b>Other Calls</b>	613	510	966
<b>Total Calls</b>	4,865	4,714	5,690

**Prior Year Highlights**

**Fire Suppression**

Fire Officer enrolled in the Executive Fire Officer Program at the National Fire Academy

Completed Strategies and Tactics for Initial Company Officers NFA Class

Honor Guard has presented colors and participated in various events in metro Atlanta

Completed Incident Safety Officer Class for the Department (80%)

Completed Department wide Driver Operator I (Engine Operator Class) (30 members became back-up Engine Drivers)

All Operations personnel completed “How to handle an Airplane Crash in your Community Terrorism Awareness” training

6 employees retired

Administered New Hire Written Exam for 69 fire recruit applicants

Offered NPQ Written exam for Firefighter I and Firefighter II

Completed Department wide Driver Operator I (Engine Operator Class) (30 members became back-up Engine Drivers)

All Operations personnel completed “How to handle an Airplane Crash in your Community Terrorism Awareness” training

6 employees retired

Administered New Hire Written Exam for 69 fire recruit applicants

Offered NPQ Written exam for Firefighter I and Firefighter II



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u> <u>Amount</u>	<u>2012 Actual</u> <u>Amount</u>	<u>2013 Amended</u> <u>Budget</u>	<u>2014 Council</u> <u>Adopted</u>	<u>% Change</u> <u>2013 to 2014</u>
<b>Emergency Medical Services</b>					
Expenditures					
Personnel Services	\$ 1,163,997	\$ 68,170	\$ 65,461	\$ 66,878	2%
Employee Benefits	352,320	31,035	18,632	25,363	36%
Communications & Util.	-	-	-	2,200	0%
Repair & Maintenance	22,960	24,467	24,820	20,432	-18%
Training & Education	17,206	9,460	16,385	56,385	244%
Other Services & Charges	299,003	277,831	31,707	33,173	5%
Materials & Supplies	58,341	46,378	56,700	62,204	10%
Capital Outlay	-	-	-	-	0%
<b>Emergency Medical Total</b>	<b>\$ 1,913,827</b>	<b>\$ 457,341</b>	<b>\$ 213,705</b>	<b>\$ 266,635</b>	<b>-55%</b>

**Emergency Medical Services Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended</u> <u>Budget</u>	<u>2014 Council</u> <u>Adopted</u>
<b>Full Time Positions:</b>				
EMS Training Instructor	1	1	1	1
Lt./Paramedic-CT	-	-	-	-
FAO/Paramedic	-	-	-	-
Firefighter/Paramedic-CT	-	-	-	-
<b>Total Personnel</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

### **Program Description: EMS**

The purpose of the Fire Department is to reduce the incidence and severity of emergencies and provide the highest level of fire and emergency service protection possible. Our department consists of three (3) primary service areas: Fire Administration, Fire Suppression and Emergency Medical Services.

The Fire Department's mission focuses on providing comprehensive life safety services to the residents and visitors of the City of College Park; totaling approximately 9.7 square miles. These life safety services include fire suppression, Emergency Medical Services (EMS), hazardous materials mitigation. The Department delivers service daily from a network of 2 fire stations, operated by 2 fire engine companies, 1 ladder truck company and 2 Rescue units.

### **Trends**

The overall mission of the fire service is to protect life, property, and natural resources from fire and other emergencies. With increasing demands, the fire service must utilize the best tools, techniques, and training methods to meet the expectations of its residents, businesses and visitors. Risk assessment, preparedness, and mitigation are primary issues challenging today's fire and emergency services departments. Timely and effective emergency response cannot be continually achieved without adequate planning and preparedness.

### **Emergency Medical Services (EMS)**

#### **Goal**

1. Improve Emergency Medical Services Response by minimizing the death and suffering for patients experiencing sudden illness, accidents, or injury.

#### **Objectives**

1. To provide quality pre-hospital care to our citizens and businesses by ensuring extensive emergency medical training to our members and offering health and wellness education to the public

#### **Performance Measures**

1. Improving emergency medical service by offering CPR training to all citizens and businesses in the City of College Park.
2. Provide timely emergency medical and rescue services.
3. Provide emergency medical service, including automatic external defibrillator capability at a minimum, for all calls requiring emergency medical assistance in accordance to College Park Fire Rescue Standard Operating Guidelines.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Program/Service Output:**

**Prior Year Highlights**

**THREE YEAR HISTORY OF FIRE DEPARTMENT TRAINING HOURS**

	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Fire</b>	1,69.94	2,746	2,242

**Training and Support Services**

**Goal:**

1. Provide the absolute safest possible environment for our firefighters.
2. Improve training and accountability to ensure employees are appropriately trained to safely meet applicable requirements.

**Program Objectives:**

1. Strive to minimize fire ground injuries; zero injuries in 2013.
2. Ensure 100% of fire department members are trained to a level commensurate with their rank and position.
3. Improve health, wellness and fitness for all CPFR employees

**Performance Measures:**

1. Develop an annual training plan that includes 100% of the subject areas required to meet State requirements, maintain certifications and improve skill levels
2. Conduct exercises with surrounding agencies to familiarize members of the department with their incident command structure and ensure tactical assignments are integrated.
3. Provide an effective wellness program for members of the Department by conducting in-station wellness education sessions a minimum of twice annually and ensure every member is permitted duty time to participate in physical fitness activity one hour per shift in 2013.

**Program/Service Output:**

**CPFR Three Year Call History**

<b>EMS Calls</b>	4,095	4051	4,573
<b>Total Calls</b>	4095	4051	4573

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Prior Year Highlights**

**Emergency Medical Services**

3 members enrolled in EMT training

8 members enrolled in Paramedic school

Bike Medic program (in progress)

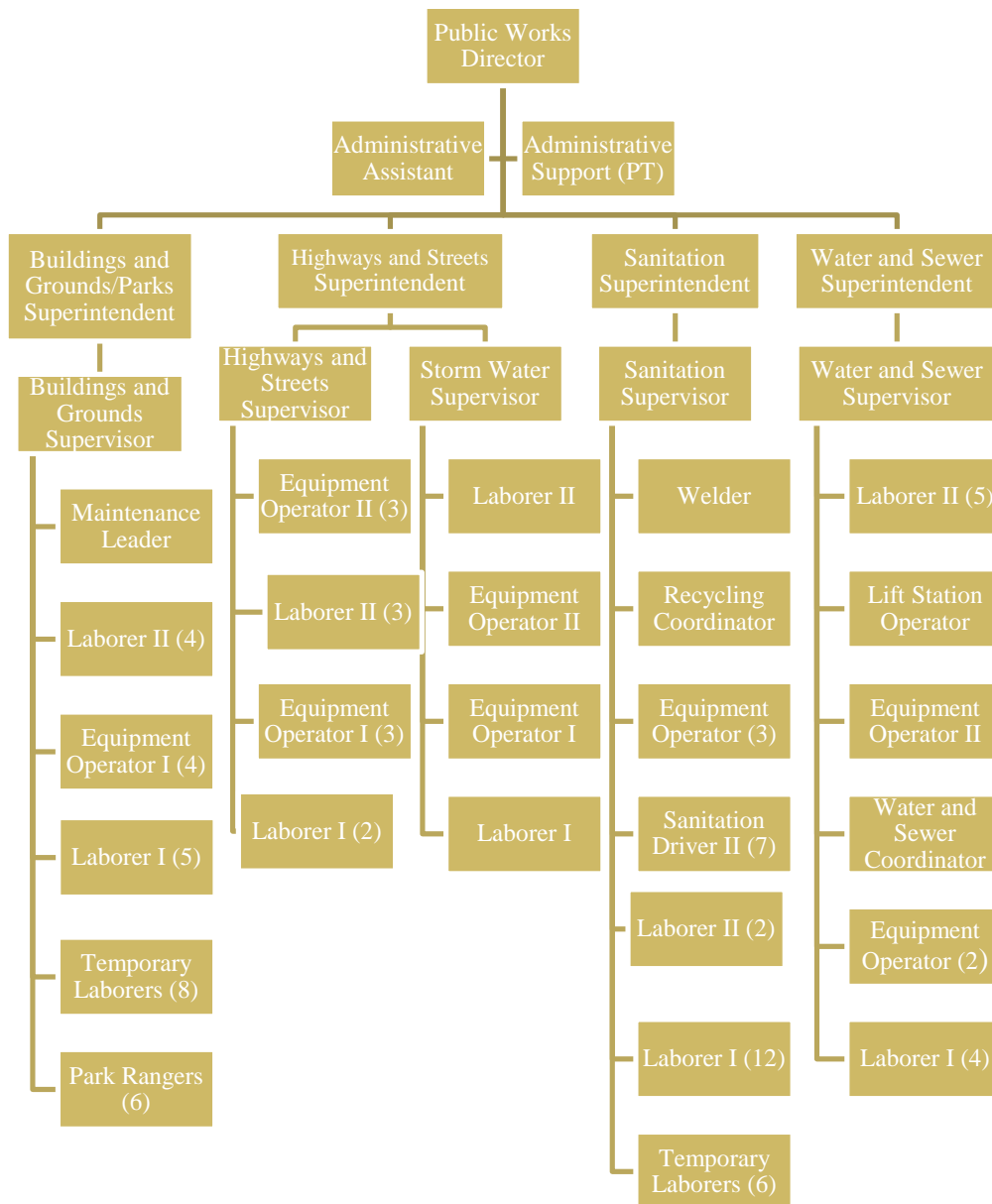
Completed Departmental First responders License Recertification

All members in Fire Operations division completed an Emergency Vehicle Operations Course

Emergency Medical Dispatch program/training (in progress)

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

# Public Works Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Public Works Administration</b>					
Expenditures					
Personnel Services	\$ 40,934	\$ 42,701	\$ 46,619	\$ 45,950	-1%
Employee Benefits	10,403	11,125	12,293	13,919	13%
Communications & Util.	-	-	-	-	0%
Repair & Maintenance	-	-	850	881	0%
Training & Education	2,843	1,499	2,200	2,200	0%
Other Services & Charges	4,030	80	1,000	500	-50%
Materials & Supplies	925	683	1,186	1,186	0%
<b>Public Works Administration Total</b>	<b>\$ 59,135</b>	<b>\$ 56,087</b>	<b>\$ 64,148</b>	<b>\$ 64,636</b>	<b>1%</b>

**Public Works Administration Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Public Works Director	1	1	1	1
Administrative Assistant*	1	1	1	-
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>

\*Position is included in Sanitation Department position count due to funding from Sanitation and Water&Sewer

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department of Public Works | Public Works Administration**

**Program Description:**

The Public Works Administration program manages Public Works operational, budget and financial activities. It also provides leadership, direction and customer service support for all Divisions in Public Works. The Administration program coordinates all staffing requests, policies and procedures (SOP).

**Trends:**

The Department's administrative office provides leadership and administrative support for six very diverse Divisions. Continued challenges for the Department are limited funding and decrease in personnel. To meet these challenges, the Department is adapting new policies and procedures in improving the services we provide to meet the needs of the community.

**Program Broad Goals:**

Provide leadership and management to ensure the most effective delivery of services by the Divisions in support of the City Council's goals. Closely manage the Division's operating budget to ensure continued quality services to our citizens. Monitor the Solid Waste Enterprise and Fleet Internal Service funds to ensure sufficient long term funding of the Division's and City's needs.

**Program 13/14 Objectives:**

Provide necessary resources to the Departments for efficient delivery of service. Coordinate preparation and implementation of the Department's budgets. Closely monitor Division's monthly expenditures/revenues.

**Performance Measures:**

**Program / Service Outputs: (goods, services, units produced)**

Address concerns and complaints within 24 hours 100%	<b>Actual 12/13</b>
Address concerns and complaints within 24 hours 100%	<b>Estimated 13/14</b>

**Program / Service Outcomes: (based on program objectives)**

Maintain department budget at or below adopted budget 100%	<b>Actual 12/13</b>
	<b>Estimated 13/14</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

Maintain department budget at or below adopted budget  
100%

**Prior Year Highlights:**

- Updated Water & Sewer Fee Ordinance.
  - Public Works Surveillance System Installation.
  - Developed Department Wide Vehicle & Equipment Maintenance Schedule.
- Conducted a Public Works Outreach Program with local elementary schools.



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Highway and Streets</b>					
Expenditures					
Personnel Services	\$ 404,427	\$ 380,138	\$ 404,756	\$ 404,113	0%
Employee Benefits	138,328	140,744	149,138	150,044	1%
Communications & Util.	3,928	4,259	3,500	3,500	0%
Rentals	2,520	1,185	5,000	-	-100%
Repair & Maintenance	222,509	429,423	400,926	275,484	-31%
Building Maintenance	4,170	-	1,500	1,000	-33%
Training & Education	4,317	1,494	2,350	1,850	-21%
Other Services & Charges	22,027	27,934	20,182	28,050	39%
Materials & Supplies	60,201	75,421	67,263	63,582	-5%
Capital Outlay	25,765	8,502	14,290	-	-100%
<b>Highway and Streets Total</b>	<b>\$ 888,192</b>	<b>\$ 1,069,100</b>	<b>\$ 1,068,905</b>	<b>\$ 927,623</b>	<b>-13%</b>

**Highway and Streets Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Superintendent	1	1	1	1
Supervisor	1	1	1	-
Equipment Operator II	3	3	3	3
Equipment Operator I	3	3	3	3
Laborer II	3	3	3	3
Laborer I	2	2	2	2
<b>Total Personnel</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>12</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department of Public Works | Highway and Streets Sign Shop Operations**

**Program Description:**

The Highways & Streets Sign Shop program is responsible for responding to the Public, the Public Works Director, City Council, the Mayor, and all Internal and External customers in regards to complaints or concerns about problems or deficiencies in relative to the prospective program. The Streets Sign Shop program repairs, installs and routinely inspects the City’s traffic signs and roadway markings for maintenance. The sign shop is also responsible for maintaining the minimum standards of retro reflectivity which is required to maintain compliance with federal regulations. The sign shop also fabricates street signs, specialty signs and decals.

**Trends:**

The Signs and Markings inventory has been increasingly proportionate to the level of growth experienced by the City. As development occurs, lanes of roadway markings and additional signage are added to the inventory. New signs are being fabricated using higher grade sheeting material, which is more durable, last longer in the sunlight, and requires less maintenance. The life span of signs is increasing as this material is used exclusively. Crosswalk markings are lasting longer due to the use of new striping material. As a result, crosswalks may not have to be repainted on an annual basis.

**Program Broad Goals:**

Maintain, repair and install traffic control and street name signs on public roadways. Inspect all traffic signs annually to insure compliance with federal regulations. Fabricate signs for new installations. Maintain the city’s roadway striping, pavement messages, crosswalks, and parking stalls.

**Performance Measures**

<b>Program/Service Output: (good, services, unit produced)</b>	<b>Actual 12/13</b>
	<b>95%</b>

Remark all roadway striping, crosswalks, and messages at least once per year.  
Complete a comprehensive inventory of signs in the City, noting locations, type, and condition of each signs at least once per year

Restore 95% of all signage, roadway striping and crosswalk markings after they are responded to within seven (8) working days of the initial response.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

Respond to all deficiencies related to street signs and road markings within 24 hours of the report.

Maintain traffic signs to a minimum level of retro reflectivity which is required to maintain compliance with federal regulations annually.

**Estimated 13/14  
95%**

Remark all roadway striping, crosswalks, and messages at least once per year.

Complete a comprehensive inventory of signs in the City, noting locations, type, and condition of each sign at least once per year

Restore 95% of all signage, roadway striping and crosswalk markings after they are responded to within seven (8) working days of the initial response.

Respond to all deficiencies related to street signs and road markings within 24 hours of the report.

Maintain traffic signs to a minimum level of retro reflectivity which is required to maintain compliance with federal regulations annually.

**Prior Year Highlights:**

- Re-established stop bars and crosswalks pertaining to streets receiving overlays
- Updated established roadway signs and surface markings as necessary during the summer months
- Fulfilled resolutions as directed by Mayor and Council
- Complied with ordinance changes adopted by Mayor and Council
- Replaced all out dated or faded roadway and/or informational signs through the City
- Updated traffic signs for retro reflectivity

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department of Public Works | Highways and Streets Concrete Operations**

**Program Description:**

The Highways & Streets Concrete (sidewalks, curbing and driveway apron maintenance, installation and repair) program is responsible for responding to the Public, the Public Works Director, City Council, the Mayor, and all Internal and External customers in regards to complaints or concerns about problems or deficiencies in relative to the prospective program. The Street Concrete program protects and maintains the expected service life of all concrete structures by providing concrete sidewalk installation, repair and replacement; curbing installation, repair and replacement; driveway apron repair and replacement; ADA ramps installation, repair and replacement; and the construction, maintenance or repair of any and all brick or concrete structures as assigned. A significant portion of this work is accomplished in support of the Water/ Sewer Resource activities that impact the concrete sidewalks, curbing and driveway aprons. The concrete program targets sidewalks and curbing deficiencies such as trip hazards, broken sidewalks, broken curbing and missing curbing on a daily basis.

**Trends:**

The General workload is increasing due to the preventive maintenance program for sidewalks, curbing and driveway aprons. Citizen's service request is also increasing due to the City's online website for reporting an issue. As a result in an increase in service, more money will be spent on material.

**Program Broad Goals:**

Implement and maintain a preventive maintenance program that adequately protects the concrete assets through an aggressive pro-active approach for repair, maintenance and installation on all existing and new concrete sidewalks, curbing, driveway aprons and all brick or concrete structures as assigned.

**Performance Measures**

**Program/Service Output: (goods, services, unit produced)**

**Actual 12/13  
95%**

Respond to 95% of request or complaints for sidewalks, curbing and driveway apron deficiencies after they are reported within 24 hours.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

Respond to 95% of all complaints regarding brick or concrete structures as they relate to Highways & Streets within the City of College Park after they are reported from an internal or external source within one (1) week of the report.

**Estimated 13/14**

**95%**

Respond to 95% of request or complaints for sidewalks, curbing and driveway apron deficiencies after they are reported within 24 hours.

Respond to 95% of all complaints regarding brick or concrete structures as they relate to Highways & Streets within the City of College Park after they are reported from an internal or external source within one (1) week of the report.

**Program/Service Outcomes: (based on program objectives)**

**Actual 12/13**

**95%**

Restore 95% of sidewalks, curbing and driveway apron deficiencies after they are responded to within seven (10) working days of the initial response.

Restore 95% of all brick or concrete structures as they relate to Highways & Streets within seven (7) working days of the initial response.

Replace or Repair a Minimum of 35 sidewalks, curbing or driveway apron sections a year

**Estimated 13/14**

**95%**

Restore 95% of sidewalks, curbing and driveway apron deficiencies after they are responded to within seven (10) working days of the initial response.

Restore 95% of all brick or concrete structures as they relate to Highways & Streets within seven (7) working days of the initial response.

Replace or Repair a Minimum of 35 sidewalks, curbing or driveway apron sections a year

**Prior Year Highlights:**

- Installed and repaired curbing and sidewalks at various locations throughout the City.
- Installed new ADA ramps and repaired existing ADA ramps at various locations throughout the City.
- Repaired or replaced existing driveway aprons at various locations throughout the City.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department of Public Works | Highways and Streets Asphalt Operations**

**Program Description:**

The Highways & Streets Asphalt (street maintenance and repair) program is responsible for responding to the Public, the Public Works Director, City Council, the Mayor, and all Internal and External customers in regards to complaints or concerns about problems or deficiencies in relative to the prospective program. The Street Asphalt program protects and maintains the expected service life of an asphalt street by providing asphalt and concrete street maintenance and repair, street resurfacing, street patching of potholes, asphalt street overlaying for deficiencies on all City streets and road ways, and repairing utility cuts as reported by the Water/Sewer Resource. A significant portion of this work is accomplished in support of the Water/Sewer Resource activities that impact the street pavement and concrete. The program daily targets street deficiencies such as potholes, cave-ins, and depressions that are caused by street failure. The program also performs pre and post inspections for the LMIG (Local Maintenance and Improvement Grant Program) and Execute the 2013 -2014 LMIG schedule in accordance with the State Contract.

**Trends:**

The General workload is increasing due to the increase number of asphalt road deficiencies within the City. Citizen's service request is also increasing due to the number of road deficiencies. As a result of an increase in service, more money will be spent on material for repairs.

**Program Broad Goals:**

Implement and maintain a preventive maintenance program that adequately protects the pavement asset through an aggressive pro-active approach for repair and maintenance on all existing and new road surfaces.

**Performance Measures**

**Program/Service Outputs: (goods, services, unit produced)**

**Actual 12/13**

**95%**

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

Respond to 95% of request or complaints for pothole repairs, cave-ins and depressions after they are reported within 24 hours.

Respond to 95% of utility cut repairs after they are reported from an internal or external source within one (1) week of the report.

**Estimated 13/14**

**95%**

Respond to 95% of request or complaints for pothole repairs, cave-ins and depressions after they are reported within 24 hours.

Respond to 95% of utility cut repairs after they are reported from an internal or external source within one (1) week of the report.

**Program/Service Outcomes: (based on program objectives)**

**Actual 12/13**

**95%**

Restore 95% of potholes, cave-ins and depressions after they are responded to within seven (7) working days of the initial response.

Restore 95% of all utility cuts within seven (7) working days of the initial response.

Restore 95% of all utility cuts within seven (7) working days of the initial response.

Restore 95% of all utility cuts within seven (7) working days of the initial response.

Resurface a minimum of (1) street a year under the LMIG (Local Maintenance and Improvement Grant) program as approved by the State.

**Estimated 13/14**

**95%**

Restore 95% of potholes, cave-ins and depressions after they are responded to within seven (7) working days of the initial response.

Restore 95% of all utility cuts within seven (7) working days of the initial response.

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Restore 95% of all utility cuts within seven (7) working days of the initial response.

Resurface a minimum of (1) street a year under the LMIG (Local Maintenance and Improvement Grant) program as approved by the State.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Prior Year Highlights:**

- Patched an average of 375 potholes a year
- Restored or Repaired an average of 98 utility cuts a year
- Repaired an average of 75 street depressions or cave ins caused by tree roots or other deficiencies
- Resurfaced Virginia Avenue from Madison to Howard Slade



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department of Public Works | Highways and Streets Street Cleaning Operations**

**Program Description:**

The Street Cleaning program cleans public street, paved alleys, parking lots and multi-use paths through schedule periodic sweeping. The regenerative air sweeper is fulfilling our expectations of reduced noise and air pollutants. Sweeping is conducted on a daily basis consistently sweeping the entire city takes approximately 45 days.

**Trends:**

An increased in service to remove sediment from roadways and curb lines due to weather related events has yielded a more aggressive sweeping program.

**Program Goals**

- Comply with the National Pollutant Discharge Elimination System (NPDES) by maintaining the Phase 1 Municipal Storm Water (MS4) permit through Street and grate sweeping.
- Completing sweeping cycle in 30 day or less.
- Remove storm water sediment from grates within five day of major rain event.
- Sweep all city owned parking lots and alleys by- weekly.

**Performance Measures**

<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Estimated 13/14</b>
<b>Sweeping / Cleaning</b>	<b>100%</b>
Roads	100%
Grates	100%
Parking Lots (city)	100%
Debris Removal	67,200 pounds

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Prior Years Highlights:**

- Sweeping a total of 3,657 miles of street, grates parking lots and paved alleys during the 2012-2013 Fiscal Year.
- Downtown streets were swept every two weeks
- Remove 67,200 pounds of sediment from city streets.
- Dust controlling surfaces were maintained on 100% of regulated surfaces.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Building and Grounds</b>					
Expenditures					
Personnel Services	\$ 441,645	\$ 421,921	\$ 414,921	\$ 446,251	8%
Employee Benefits	156,250	158,605	143,641	174,326	21%
Communications & Util.	5,187	3,992	3,600	3,300	-8%
Repair & Maintenance	44,418	27,766	30,350	29,648	-2%
Building Maintenance	-	-	-	-	0%
Training & Education	1,406	707	1,250	1,250	0%
Other Services & Charges	76,103	64,863	65,881	57,094	-13%
Materials & Supplies	54,012	57,368	64,064	47,006	-27%
Capital Outlay	12,000	-	-	-	-100%
<b>Building and Grounds Total</b>	<b>\$ 791,021</b>	<b>\$ 735,222</b>	<b>\$ 723,707</b>	<b>\$ 758,875</b>	<b>5%</b>

**Building and Grounds**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Superintendent	1	1	1	1
Supervisor	1	1	1	1
Laborer II	2	2	2	2
Equipment Operator I	4	4	4	4
Laborer I	4	4	3	3
Temporary Laborer	6	6	6	-
Seasonal Positions: 6 Positions for 6 Months	6	6	-	-
*Transfer to Parks				
<b>Total Personnel</b>	<b>24</b>	<b>24</b>	<b>17</b>	<b>11</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department of Public Works | Grounds and Landscape Maintenance**

**Program Description:**

The Grounds and Landscaping Maintenance program manages all landscape contracts for the City, including retention ponds, sports facilities maintenance, City Hall and the Public Safety Complex maintenance, and code enforcement homes. Also, the program generates requisitions for the purchase of materials related to these contracts. In addition, this program provides training for staff in the related fields. The website has FAQ's and citizen complaints are responded to through emails, City hall or the administrative office of Public Works.

**Trends:**

The addition of new programs, as well as the renovation and expansion of existing parks and sports facilities throughout the City, presents an ongoing challenge to the program. Also with future businesses coming in the City, we will expand our services.

**Program Broad Goals:**

Manage all mowing, trimming, and pesticide Citywide. Provide grounds and maintenance in all City Parks, City Hall, and Public Safety Complex. Making necessary plans to maintain the Buildings and Grounds Division at the highest standards possible to ensure the citizens are satisfied.

**Program 13/14 Objectives:**

Continually evaluate maintenance contracts to ensure compliance of agreements. Also monitor grass cutting and grounds maintenance to ensure time efficiency and professionalism is kept at its highest standards. Continue working with the City of College Park Courts and the community service workers. Continue comprehensive cutting schedule. Monitor and control cost associated with Buildings and Grounds daily operations.

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

	<b>Actual 12/13</b>
Managed all mowing, trimming and pesticide programs Citywide	100%
	<b>Estimated 13/14</b>
Monitor and managed all mowing, trimming and pesticide programs Citywide	100%

**Prior Year Highlights:**

- Assisted the Director of Public Works with landscaping the Godby Rd. Recreation Center entrance
- Replanted flower beds entering and exiting the city
- Planted junipers at Zupp Park around the tennis court
- Installed reservation signs at all parks per the Director's instructions

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department of Public Works | Grounds and Downtown Maintenance**

**Program Description:**

The Downtown Maintenance Program provides an increased level of maintenance service for the downtown area. Services performed include landscaping, litter removal, shrub and tree grooming, seasonal planting and removal as needed. The management staff offers direction, leadership, and support for all Buildings and Grounds employees. We also use a motorized trash dispenser in and around the downtown corridor to police the area.

**Trends:**

Request for enhanced maintenance services levels throughout the downtown area. Expanding services with the facelift of the downtown area, and new businesses coming to the downtown area.

**Programs Broad Goals:**

Improve the cleanliness and appearance of downtown through the maintenance services. Keep building relationships with all business owners in the downtown area.

**Programs 13/14 Objectives:**

Maintain plants, trim trees and shrubs of City Hall, Public Safety, Historical Society, Auditorium, and the Recreation Department, Ensure new downtown trash cans are maintained and keep planters maintained in the downtown area.

**Program / Service Outputs: (goods, services, unit produced)**

	<b>Actuals 12/13</b>
Maintained plants, trim trees and shrubs throughout the City	100%
	<b>Estimated 13/14</b>
Maintain plants, trim trees and shrubs throughout the City	100%

**Prior Year Highlights:**

- Installed new flowers in the planters in the downtown corridors
- Assisted in the repair of the Water Fountain on Main St.
- Removed dead trees and bushes from the downtown corridors

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

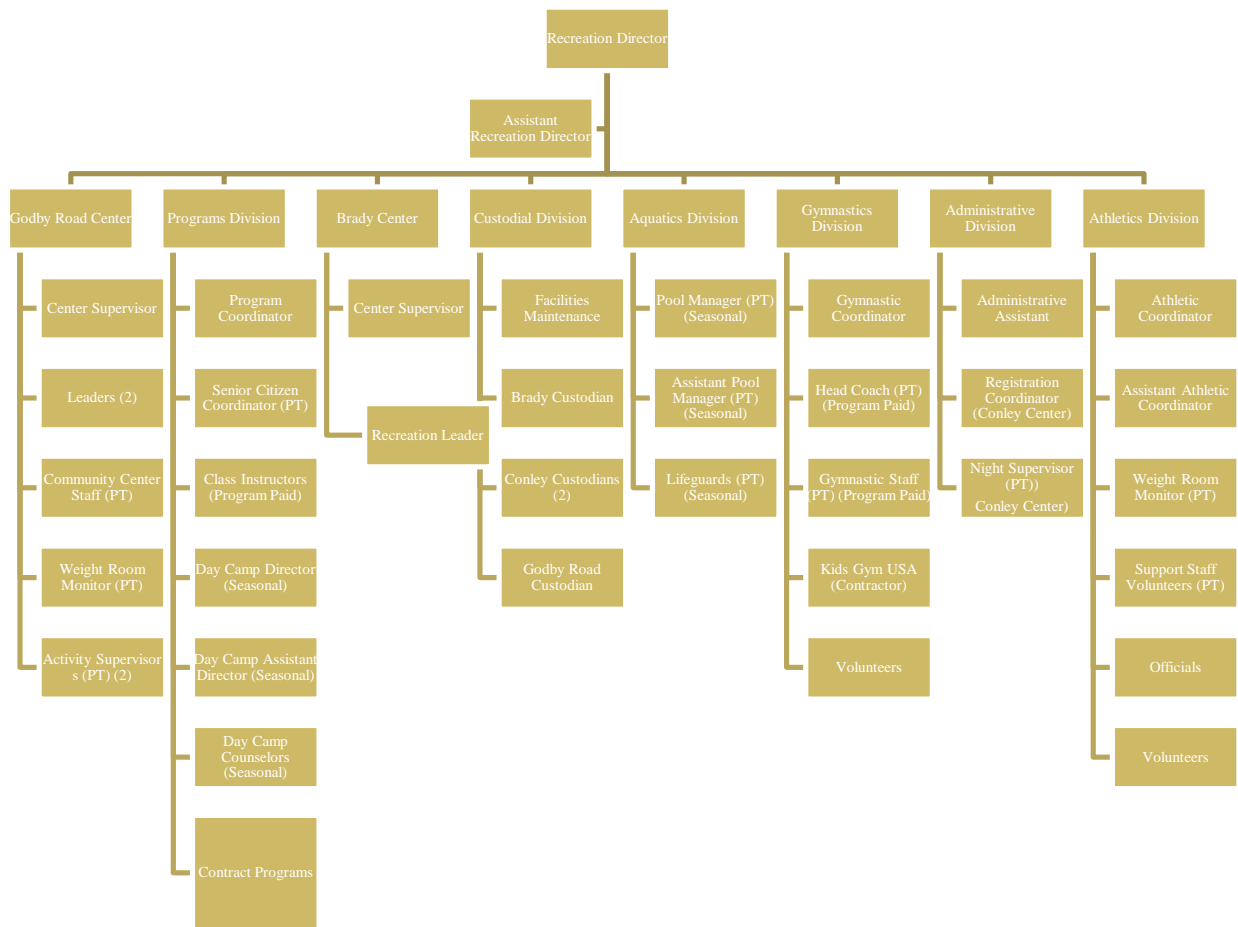
	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Parks</b>					
Expenditures					
Personnel Services	\$ 261,488	\$ 147,159	\$ 141,745	\$ 135,444	-4%
Employee Benefits	59,390	37,041	32,407	36,699	13%
Communications & Util.	404	1,797	1,700	1,700	-100%
Rentals	-	-	250	-	-100%
Repair & Maintenance	9,847	10,880	10,500	10,688	2%
Training & Education	290	160	500	500	0%
Other Services & Charges	15,348	17,287	10,304	13,980	36%
Materials & Supplies	11,954	6,446	7,200	5,700	-21%
Capital Outlay	-	23,565	-	-	100%
<b>Parks Total</b>	<b>\$ 358,721</b>	<b>\$ 244,334</b>	<b>\$ 204,606</b>	<b>\$ 204,711</b>	<b>0%</b>

**Parks Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Maintenance Leader	1	1	1	1
Laborer I	3	3	2	2
Laborer II	-	-	2	2
<b>Part Time Positions:</b>				
Laborer 1	2	2	2	2
Park Rangers (Transfer from Bldg & Grd)	-	-	6	4
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>13</b>	<b>11</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

# Recreation Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual Amount</u>	<u>2012 Actual Amount</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>%Change 2013 to 2014</u>
<b>Recreation Administration</b>					
Expenditures					
Personnel Services	\$ 224,906	\$ 173,533	\$ 142,473	\$ 144,084	1%
Employee Benefits	51,224	40,673	37,013	45,051	22%
Communications & Util.	6,034	5,222	4,230	5,142	22%
Repair & Maintenance	4,072	9,696	9,049	6,971	-23%
Training & Education	1,550	1,232	1,600	1,600	0%
Other Services & Charges	4,455	7,132	3,596	6,419	79%
Materials & Supplies	9,225	3,776	5,250	4,250	-19%
<b>Recreation Administration Total</b>	<b>\$ 301,466</b>	<b>\$ 241,264</b>	<b>\$ 203,211</b>	<b>\$ 213,517</b>	<b>5%</b>

**Recreation Administration Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Director	1	1	1	1
Assistant Director	1	-	-	-
Executive Secretary	1	1	1	1
<b>Total Personnel</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual Amount</u>	<u>2012 Actual Amount</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Recreation Programs</b>					
Expenditures					
Personnel Services	\$ 869,930	\$ 869,339	\$ 859,861	\$ 848,627	-1%
Employee Benefits	124,895	142,553	125,050	153,214	23%
Communications & Util.	185	-	-	-	0%
Repair & Maintenance	87,633	87,516	76,700	69,373	-10%
Training & Education	3,035	2,204	3,733	4,633	24%
Other Services & Charges	269,078	255,234	244,504	237,415	-3%
Materials & Supplies	112,720	109,594	104,730	94,010	-10%
Cost Of Sales	3,092	3,213	3,500	3,500	0%
Capital Outlay	-	-	-	-	0%
<b>Recreation Programs Total</b>	<b>\$ 1,470,568</b>	<b>\$ 1,469,653</b>	<b>\$ 1,418,078</b>	<b>\$ 1,410,772</b>	<b>-1%</b>

**Recreation Programs Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Athletic Director	1	1	1	1
Program Coordinator	1	1	1	1
Gymnastics Coordinator	1	1	1	1
Recreation Leader	4	4	4	4
Receptionist	1	2	2	2
<b>Part Time Positions:</b>				
Arts & Crafts Specialist	1	1	1	1
Night Activity Supervisor	1	1	2	2
Weight Room Monitor	2	2	2	2
Program Coordinator-Godby Road	1	2	2	2
<b>Total Personnel</b>	<b>13</b>	<b>15</b>	<b>16</b>	<b>16</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual Amount</u>	<u>2012 Actual Amount</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Recreation Facilities</b>					
Expenditures					
Personnel Services	\$ 207,284	\$ 142,535	\$ 178,197	\$ 183,187	3%
Employee Benefits	64,240	42,765	49,082	60,911	24%
Communications & Util.	158,975	156,940	141,252	149,721	6%
Repair & Maintenance	149	800	-	192	-100%
Building Maintenance	99,295	106,074	85,000	80,000	-6%
Other Services & Charges	39,356	60,064	28,869	31,798	10%
Materials & Supplies	80,523	77,086	70,672	72,448	3%
Capital Outlay	-	78,598	194,904	-	-100%
<b>Recreation Facilities Total</b>	<b>\$ 649,822</b>	<b>\$ 664,862</b>	<b>\$ 747,976</b>	<b>\$ 578,257</b>	<b>-23%</b>

**Recreation Facilities Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Center Director	2	2	2	2
Building Maintenance Mechanic	1	-	-	-
Custodian	4	3	3	3
<b>Part Time Positions:</b>				
Custodian	1	1	1	1
<b>Total Personnel</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>6</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Recreation Department**

**Program Description:**

The Recreation Administration Programs centralizes the management staff for the Parks and Recreation Department. This program manages and maintains 229 acres of developed parks and different recreation programs and services throughout the community.

**Trends:**

High demand continues for after school programs and summer youth programs, as well as for many City facilities including youth and adult sports fields, tennis courts, swimming pools and fitness facilities. National trends and local statistics outline the need and demand for programs and services that promote healthy living, physical activity, healthy eating, nutrition, exercise, and access to natural outdoor areas. Growth of partnerships, sponsorships, and volunteer programs bring additional resources to the City and must be managed. Request for new and increased maintenance of parks grounds and landscaped areas continue due to growth in the city.

**Program Broad Goals:**

Proactively manage the Recreation operations and programs. Continuously improve the level of service delivery to the public through staff development, capital improvements, and consistent community involvement.

**Program 13/14 Objectives:**

Monitor and evaluate the quality, quantity, and satisfaction level of programs, services and facilities. Increase programs offered by the Recreation Department. Coordinate with the Public Information Officer to promote Recreation programs. Foster relationship with Public Information Office to write articles on athletic events/programs. Increase programs offered by the Recreation Department. Staff members will have input for program level increases. Operate within budget levels. Implement quality control programs.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

**Actual 12/13**

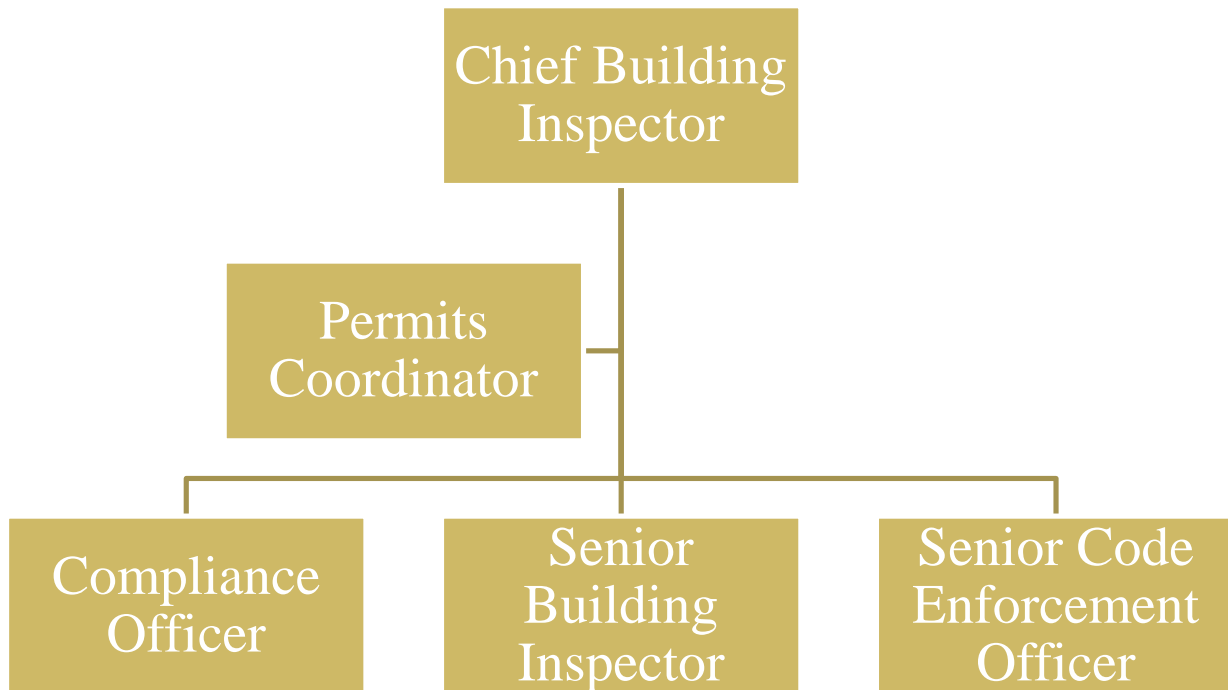
# of approved Full Time and Part Time Equivalents	32,487
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**Prior Year Highlights:**

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

- Provided four quarters of quality programs, special events, activities, reservations for parks.
- The Godby Road Recreation 35,000 square feet, state of the art center was opened.
- Gymnastics Program increased numbers, Youth Basketball Program increased numbers.

# Inspections Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Inspections Department**

**Program Description:**

To Inspections program increases public awareness on the value of building codes – Inspections. Code Enforcement encourages a safe and healthy environment for the citizens of College Park by enforcing building, zoning, housing, and environmental ordinances.

**Trends:**

Even with the slow economy inspections have remained steady on electrical, HVAC, plumbing. Increases in vacant properties have impacted Code Enforcement approaches specifically extending case resolution times to gain compliance. The number of Code Enforcement cases increased by more than 100% over the past fiscal years.

**Program Broad Goals:**

To help all citizens and commercial businesses achieve their goals in compliance with the city codes. Inspections Department plan and implement Code Enforcement Week enforce the demolition or renovation of dilapidated or unfinished structures on Mercer Avenue, Karen Road, and Princeton Avenue, as defined by the City Code.

**Program 13/14 Objectives:**

Maintain a high level of Customer Service and increase training certifications.

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

	<b>Actual 12/13</b>
Maintain initial case response time of 2 calendar days	95%
Forecast exterior to be reduced by	15%
Forecast interior to increase by	25%

**Program / Service Outcomes: (based on program objectives)**

	<b>Actual 12/13</b>
Maintain overall case cycle time of 30 days or less	100%
Permits issued	826
Maintain inspector-initiated cases of 35% or	100%

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

greater of total cases received

**Program / Service Outputs: (goods, services, units produced)**

	<b>Estimated 13/14</b>
Maintain initial case response time of 2 calendar days	95%
Forecast exterior to be reduced by	15%
Forecast interior to increase by	25%

**Program / Service Outcomes: (based on program objectives)**

	<b>Estimated 13/14</b>
Maintain overall case cycle time of 30 days or less	100%
Permits issued	850
Maintain inspector-initiated cases of 35% or	100%

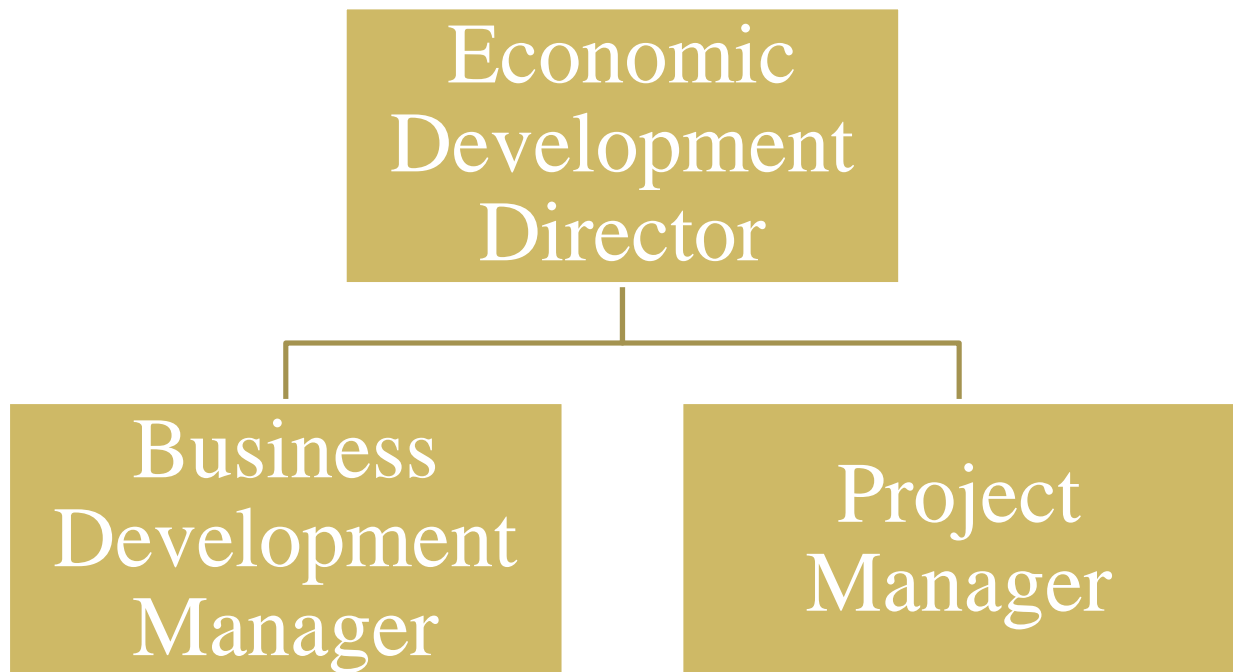
greater of total cases received

**Prior Year Highlights:**

- Business License Enforcement
- New World System Enhancement

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET

# Economic Development Organizational Chart





**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Economic Development</b>					
Expenditures					
Personnel Services	\$ 179,845	\$ 124,524	\$ 124,790	\$ 143,537	15%
Employee Benefits	36,412	35,296	37,505	39,069	4%
New Personnel Service	-	-	27,926	-	-100%
Communications & Util	6,845	7,891	5,130	6,291	23%
Repair & Maintenance	-	1,986	2,434	2,984	23%
Training & Education	14,162	15,125	17,210	15,580	-9%
Other Services & Charges	30,915	25,811	19,899	10,669	-46%
Materials & Supplies	8,161	4,698	4,775	4,250	-11%
Capital Outlay	1,571,500	3,350	-	-	0%
<b>Economic Development Total</b>	<b>\$ 1,847,841</b>	<b>\$ 218,681</b>	<b>\$ 239,669</b>	<b>\$ 222,380</b>	<b>-7%</b>

**Economic Development Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Director of Development	1	1	1	1
Project Manager	1	1	1	0.5
Administrative Coord	-	1	1	0.5
Intern	0	1	1	1
<b>Total Personnel</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>3</b>

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

### Economic Development Department

#### Program Description:

The Economic Development program is responsible for enhancing the economic well-being and quality of life of the community providing quality, useful information and responsive, effective services to targeted employers and industries, and attracting revenue and employment generators to the City of College Park.

#### Trends:

The key indicators of performance for Economic Development are the number of jobs created by recruited companies, economic impact of new companies, the ongoing expansion of local industry and helping maintain or increasing the existing tax base.

#### Program Broad Goals:

Recruit targeted industries to College Park by employing effective and comprehensive marketing strategies and support business retention and small business development in order to provide sustainable employment opportunities throughout the city. Expand and maintain tax revenue generators, such as hotel/motel tax. Provide high quality, accessible market information on the City of College Park to those seeking to develop or locate business in the city.

Economic Development Department Core Program Areas include the following:

- Business Attraction
- Business Retention & Expansion
- Redevelopment
- Small Business Development

#### Program 13/14 Objectives:

Economic Development will target aviation/aerospace, biotech, medical, advanced business services, retail, hospitality and tourism in our industry recruitment efforts. We will build and maintain relationships with local businesses to leverage the existing business leadership in attraction efforts and to improve communications between government and business leaders to strengthen and support local industry. We will establish and implement redevelopment policies and incentives in order to create economic vitality, improve the city's image, and promote quality architectural design. We will support small businesses and entrepreneurial activity.

#### Performance Measures

##### Program/Service Outputs: (goods, services, units produced)

	<b>ACTUAL 12/13</b>
Targeted Job Creation	2 companies attracted and/or 50 jobs added
# Business Licenses	100
# Jobs in College Park	9,750

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Economic Development Department**

**Program/Service Outcomes: (based on program objectives)**

	<b>Estimated 13/14</b>
Tax Revenue Enhancement	1%
Hotel/Motel Tax Enhancement	2%
Hotel/Motel Avg Occupancy Rate	60%
# Existing Business Visits	20

**Prior Year Highlights:**

- Completed the Old National Medians Project involving the construction of landscaping in the medians along Old National Highway.
- Created the Old National Celebrates Photography event that led to the launch of the Bethune schools.
- Re-opened the Main Street Office (MSO) in the downtown Depot.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
Multi Departmental Costs Total					
Expenditures					
Other Services & Charges	\$ -	\$ -	\$ -	\$ -	0%
Operating Transfers Out	1,014,178	742,369	1,802,771	1,142,417	-37%
<b>Multi Departmental Costs Total</b>	<b>\$ 1,014,178</b>	<b>\$ 742,369</b>	<b>\$ 1,802,771</b>	<b>\$ 1,142,417</b>	<b>-37%</b>

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
General Fund Total					
Revenue Totals	\$25,959,011	\$28,266,002	\$ 30,408,085	\$ 29,785,001	-2%
Expenditure Totals	28,269,065	28,207,401	\$ 30,408,085	\$ 29,785,001	-2%
<b>General Fund Net Revenues/ (Expenditures)</b>	<b>\$ (2,310,054)</b>	<b>\$ 58,601</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

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# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

## **Special Revenue Funds**

### **Program Description:**

Special Revenue Funds are used to account and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt services and capital projects.

### **Car Rental Fund:**

This fund is used to record the revenue and expenditures of taxes collected from the excise tax levied on rental cars in the City. The proceeds of this tax are restricted by State law for construction of convention centers, public safety and recreation facilities.

### **Community Development Block Grant Fund:**

This fund is used to report the revenue and expenditures of funds that are being utilized to construct and maintain certain City recreation facilities. These grant funds are restricted by the grantor agency.

### **Grants Fund:**

This fund accounts for activities carried out by the City under the terms of various intergovernmental grants. Included in this fund is the Criminal Justice Block Grant which provides funds to be used by local government for drug enforcement activities. These funds are restricted by Federal law.

### **Confiscated Drug Fund:**

This fund accounts for the City's portion of cash condemned by Federal law enforcement officials through drug confiscations at Hartsfield-Jackson International Airport and is used to further general police enforcement activities. These funds are restricted by Federal law. Intergovernmental grants.

### **State Drug Fund:**

This fund accounts for cash condemned by local law enforcement officials through drug confiscations and is used to further general police enforcement activities. These funds are restricted by State law.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**E911 Fund:**

This fund accounts for the revenues derived from the E911 surcharge levied on all telephones within the City and the payment of expenditures related to that purpose. Police Dispatch is also included in this fund and is financed through an operating transfer in from the General Fund. These funds are restricted by State law.

**Newton Estates Improvement Fund:**

This fund accounts for the revenues and expenditures related to a Special District Tax in the Convention Center area. These funds are restricted by State law.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	2011 Actual	2012 Actual	2013 Amended Budget	2014 Council Adopted	% Change 2013 to 2014
<b>Confiscated Drugs</b>					
Revenues					
Other Income	\$ -	\$ 51,840	\$ 1,000	\$ 1,000	0%
Interest	369	128	120	120	-100%
Budget Carryforward	-	-	54,355	54,355	0%
<b>Confiscated Drugs Revenue Total</b>	<b>369</b>	<b>51,968</b>	<b>55,475</b>	<b>55,475</b>	<b>0%</b>
Expenditures					
Communications & Util.	\$ 3,090	\$ 1,604	\$ 3,100	\$ 3,100	0%
Training & Education	4,448		9,300	9,100	-2%
Other Services & Charges	5,508	24,536	16,875	22,275	32%
Materials & Supplies	11,797	12,409	16,200	21,000	30%
Capital Outlay	-	32,468	10,000		-100%
<b>Confiscated Drugs Expenditure Total</b>	<b>24,843</b>	<b>71,017</b>	<b>55,475</b>	<b>55,475</b>	<b>0%</b>
<b>Confiscated Drugs Net Revenues/ (Expenditures)</b>	<b>\$ (24,474)</b>	<b>\$ (19,049)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	2011 Actual	2012 Actual	2013 Amended Budget	2014 Council Adopted	% Change 2013 to 2014
<b>State Drug Revenue</b>					
Revenues					
Other Income	\$ 9,352	\$ 775		\$ 1,000	0%
Interest	28		-	6	0%
Budget Carryforward	-	-	-	-	0%
<b>State Drug Revenue Total</b>	<b>9,566</b>	<b>775</b>	<b>-</b>	<b>1,006</b>	<b>0%</b>
Expenditures					
Communications & Util.	\$ 1,545	\$ 802	\$ -	\$ -	0%
Repair & Maintenance	-	-	-	-	0%
Training & Education	-	-	-	-	0%
Other Services & Charges	2,044	2,211		1,006	0%
Materials & Supplies	7,323	20,264		-	0%
Capital Outlay	6,493		-	-	
<b>State Drug Expenditure Total</b>	<b>17,406</b>	<b>23,277</b>	<b>-</b>	<b>1,006</b>	<b>0%</b>
<b>State Drug Net Revenues/ (Expenditures)</b>	<b>\$ (7,840)</b>	<b>\$ (22,502)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>E911 Communications</b>					
Revenue					
Other Income	\$ 335,202	\$ 360,114	\$ 340,000	\$ 340,000	0%
Interest	1,742	141	120	121	100%
Operating Transfers In	400,000	493,560	570,445	594,670	4%
<b>E911 Communications Revenue Total</b>	<b>736,944</b>	<b>853,815</b>	<b>910,565</b>	<b>934,791</b>	<b>3%</b>
Expenditures					
Personnel Services	482,597	501,286	582,088	586,394	1%
Employee Benefits	143,262	174,724	159,851	216,105	35%
Communications & Util.	86,593	79,799	60,499	107,279	77%
Repair & Maintenance	1,975	3,610	5,300	4,044	-24%
Training & Education	1,671	1,553	6,553	5,928	-10%
Other Services & Charges	12,244	13,116	11,163	11,766	5%
Materials & Supplies	2,061	2,195	3,305	3,275	-1%
Capital Outlay	-	-	81,806	-	100%
<b>E911 Communications Expenditures</b>	<b>730,404</b>	<b>776,283</b>	<b>910,565</b>	<b>934,791</b>	<b>3%</b>
<b>E911 Communications Net Revenues/ (Expenditures)</b>	<b>\$ 6,540</b>	<b>\$ 77,532</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
Full Time Positions:				
Communications Supervisor	1	1	1	1
Communications Shift-Supv				
Communications Operator	13	13	13	13
Vaidation Clerk	-	1	1	1
<b>Part Time Positions:</b>				
Commnications Operator	2	2	2	2
<b>Total Personnel</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>17</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>CDBG Fund</b>					
Revenues					
Intergovernmental	\$ 107,603	\$ 107,340	-	\$ 56,914	0%
<b>CDBG Revenue Total</b>	<b>107,603</b>	<b>107,340</b>	<b>-</b>	<b>56,914</b>	<b>0%</b>
Expenditures					
Other Services & Charges	-	-	-	-	0%
Capital Outlay	107,603	107,340	-	56,914	0%
<b>CDBG Expenditure Total</b>	<b>107,603</b>	<b>107,340</b>	<b>-</b>	<b>56,914</b>	<b>0%</b>
<b>CDBG Fund Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Grants</b>					
Revenue					
Intergovernmental	\$ 588,263	\$ 364,146	\$ 317,599	\$ 205,451	-35%
Other Income	2,003	15,025	-	-	0%
Interest	1,186	367	-	-	0%
Operating Transfers In	-	-	-	-	-100%
<b>Grant Fund Revenue Totals</b>	<b>591,452</b>	<b>379,537</b>	<b>317,599</b>	<b>205,451</b>	<b>-35%</b>
Expenditures					
Persomel Services	335,230	37,121	4	-	-100%
Training & Education	6,796	2,075	5,000	502	-90%
Other Services & Charges	6,963	71,302	95,517	-	-100%
Materials & Supplies	2,794	11,176	9,139	8,951	-2%
Building Maintenance	194,228	148,814	-	-	-
Capital Outlay	69,359	6,540	207,939	195,998	-6%
<b>Grants Expenditure Total</b>	<b>615,371</b>	<b>277,029</b>	<b>317,599</b>	<b>205,451</b>	<b>-35%</b>
<b>Grants Fund Net Revenues/ (Expenditures)</b>	<b>\$ (23,918)</b>	<b>\$ 102,508</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Newton Estates Improvement Fund</b>					
Revenues					
Taxes	131,692	99,615	\$ 105,100	\$ 105,750	1%
Other Income	-	-	-	-	0%
Interest	126	69	100	100	0%
<b>Newton Estates Improvement Revenue Total</b>	<b>131,817</b>	<b>99,684</b>	<b>105,200</b>	<b>105,850</b>	<b>1%</b>
Expenditures					
Other Services & Charges	-	-	-	-	0%
Operating Transfers Out	105,200	125,200	105,200	105,850	1%
<b>Newton Estates Improvement Expenditure</b>	<b>105,200</b>	<b>125,200</b>	<b>105,200</b>	<b>105,850</b>	<b>1%</b>
<b>Newton Estates Improvement Fund Total</b>	<b>\$ 26,617</b>	<b>\$ (25,516)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Hospitality</b>					
Revenues					
Taxes	\$ 7,227,084	\$ 9,000,528	\$ 8,517,770	\$ 8,705,770	2%
Interest	2,410	1,411	1,200	1,200	0%
Budget Carryforward	-	-	-	-	0%
<b>Hospitality Revenue Total</b>	<b>7,229,494</b>	<b>9,001,940</b>	<b>8,518,970</b>	<b>8,706,970</b>	<b>2%</b>
Expenditures					
Other Services & Charges	24,555	1,236,701	1,770,000	1,820,000	3%
Operating Transfers Out	6,527,500	7,251,822	6,748,970	6,886,970	2%
<b>Hospitality Expenditure Total</b>	<b>6,552,055</b>	<b>8,488,523</b>	<b>8,518,970</b>	<b>8,706,970</b>	<b>2%</b>
<b>Hospitality Net Revenue/(Expenditures)</b>	<b>\$ 677,439</b>	<b>\$ 513,416</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Car Rental Tax</b>					
Revenues					
Taxes	\$ 2,465,341	\$ 2,668,779	\$ 2,500,000	\$ 2,550,000	2%
Other Income	166	-	-	-	0%
Interest	1,817	789	1,150	500	0%
Operating Transfers In	-	-	-	-	0%
Budget Carryforward	-	-	-	-	0%
<b>Car Rental Revenue Total</b>	<b>2,467,324</b>	<b>2,669,568</b>	<b>2,501,150</b>	<b>2,550,500</b>	<b>2%</b>
Expenditures					
Other Services & Charges	1,116	-	-	-	0%
Operating Transfers Out	1,855,000	2,303,058	2,011,150	2,040,500	1%
Capital Outlay	199,752	-	-	-	0%
Debt Service	455,000	470,000	490,000	510,000	4%
<b>Car Rental Expenditure Total</b>	<b>2,128,601</b>	<b>2,773,058</b>	<b>2,501,150</b>	<b>2,550,500</b>	<b>2%</b>
<b>Car Rental Net Revenues/(Expenditures)</b>	<b>\$ 338,723</b>	<b>\$ (103,490)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

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**CITY OF COLLEGE PARK, GEORGIA  
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**CAPITAL PROJECTS FUND**

**Program Description:**

The Capital Projects are used to account for financial resources to be used for the acquisition or construction of major capital facilities.

**Main Street Fund:**

This funds accounts for the redevelopment of the City's Main Street. The Mayor and Council have appropriated \$300,000 for the purchase of properties and the renovation of those structures for ultimate resale to new businesses. Proceeds from sales are then reinvested in additional properties..

**SPLOST Fund:**

This fund accounts for proceeds of a sales tax levied in Clayton County, which will be used by the City for the exclusion purpose of capital outlay projects.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	2011 Actual	2012 Actual	2013 Amended Budget	2014 Council Adopted	% Change 2013 to 2014
<b>Main Street Development</b>					
Revenues					
Interest	198.53	62.81	50	0	
Operating Transfers In	\$ 190,211	\$ 120,122	\$ 104,156	\$ 95,113	-9%
<b>Main Street Revenue Total</b>	<b>190,477</b>	<b>120,185</b>	<b>104,156</b>	<b>95,113</b>	<b>-9%</b>
<b>Expenditures</b>					
Personnel Services	51,190	49,505	51,236	52,153	2%
Employee Benefits	16,245	16,920	17,416	21,553	24%
Communications & Util.	5,928	5,840	3,780	5,980	58%
Repair & Maintenance	1,000	143	800	32	-96%
Building Maintenance	2,057	1,220	1,900	1,200	-37%
Training & Education	10,017	9,912	14,400	10,200	-29%
Other Services & Charges	60,467	43,646	14,124	3,695	-74%
Materials & Supplies	4,202	531	550	300	-45%
<b>Main Street Expenditure Total</b>	<b>151,107</b>	<b>127,718</b>	<b>104,206</b>	<b>95,113</b>	<b>-9%</b>
<b>Revenues/(Expenditures)</b>	<b>\$ 39,303</b>	<b>\$ 39,303</b>	<b>\$ (50)</b>	<b>\$ -</b>	<b>0%</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Economic Development Department | Main Street Division**

**Program Description:**

The Main Street program is responsible for enhancing the economic well-being and quality of life of the downtown business district providing quality, useful information and responsive, effective services in order to attract retail and office opportunities, infill development and redevelopment.

**Trends:**

The key indicators of performance for Main Street are the number of jobs created by recruited businesses, public and private reinvestment dollars spent in the downtown area, number of special events held downtown and tax revenue increases.

**Program Broad Goals:**

Continue to build downtown as a destination attraction and encourage the continuing revitalization of downtown College Park through a comprehensive approach to business development, promotions, and quality design, encouraging pedestrian amenities and activities that support downtown business needs.

**Program 13/14 Objectives:**

Main Street will actively recruit retail and office uses to vacant space downtown and guide and direct future infill development projects. Maximize special event opportunities in downtown. Facilitate public private partnerships for the redevelopment of key downtown parcels. Participate in activities to improve the image of downtown including leveraging streetscape improvement project funding opportunities.

**Performance Measures**

Program/Service Outputs: (goods, services, units produced)

	Actual 12/13	
	Estimated 13/14	
Targeted Job Creation Downtown	5 businesses/35 jobs	1 business and/or 5 jobs
# Special Events Coordinated	3	4
# Business Seminars Hosted	4	8

Program/Service Outcomes: (based on program objectives)

**CITY OF COLLEGE PARK, GEORGIA  
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Actual 12/13

Estimated 13/14

# Building Façade Grants Awarded 0 (program on hold FY12) 2

**Prior Year Highlights:**

We rolled out a citywide shop local campaign to support local merchants' efforts to increase their share of business. We recruited BPM Specialists which took 5,000 sf in downtown College Park and added 20 new jobs with average starting salaries at \$35,000/year. This represents the first new jobs in downtown in many years. New banners were installed throughout the Main & Virginia Business District.



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

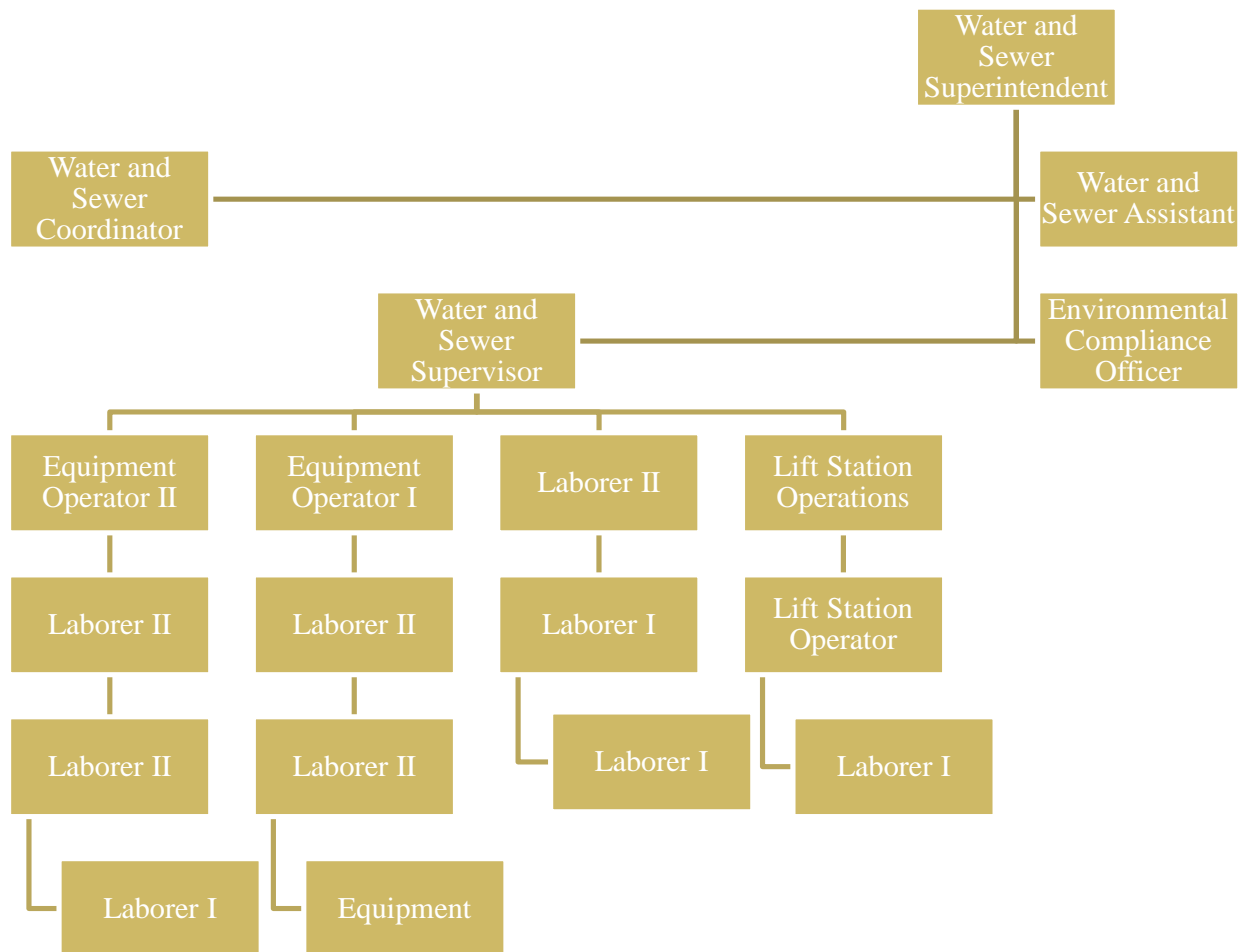
	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>SPLOST</b>					
Revenue					
Taxes	\$ 453,449	\$ 465,210	\$ 435,000	\$ 435,000	0%
Interest	1,112	789	1,000	1,000	0%
<b>SPLOST Revenue Total</b>	<b>454,594</b>	<b>465,999</b>	<b>436,000</b>	<b>436,000</b>	<b>0%</b>
Expenditures					
Other Services & Charges	30,882	-	145,000	-	-100%
Capital Outlay	-	-	291,000	436,000	100%
<b>SPLOST Expenditure Total</b>	<b>30,882</b>	<b>-</b>	<b>436,000</b>	<b>436,000</b>	<b>0%</b>
<b>SPLOST Net Revenues/ (Expenditures)</b>	<b>\$ 423,712</b>	<b>\$ 465,999</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

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CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET

# Public Works Department Water and Sewer Fund



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Water and Sewer</b>					
Revenues					
Charges For Services	\$ 8,806,596	\$ 7,511,344	\$ 11,538,149	\$ 9,675,347	-16%
Other Income	1,367	1,549,636	1,160	2,000	100%
Interest	6,957	2,483	5,000	5,000	0%
Operating Transfers In	-	-	-	-	0%
Budget Carryforward	-	-	-	870,465	-100%
<b>Revenue Total</b>	<b>8,814,920</b>	<b>9,063,463</b>	<b>11,544,309</b>	<b>10,552,812</b>	<b>-9%</b>
Expenditures					
Personnel Services	816,856	783,063	816,788	840,221	3%
Employee Benefits	266,356	280,787	258,170	307,395	19%
Communications & Util.	32,182	29,212	23,520	31,470	34%
Rentals	6,732	5,376	9,000	9,000	0%
Repair & Maintenance	330,309	289,587	600,902	718,902	20%
Building Maintenance	300	8,057	5,000	5,000	0%
Training & Education	24,781	18,927	25,300	25,300	0%
Other Services & Charges	1,043,143	635,683	1,398,195	1,293,442	-7%
Materials & Supplies	50,269	44,554	54,681	58,011	6%
Cost Of Sales	4,558,553	4,450,415	6,502,072	5,795,060	-11%
Operating Transfers Out	-	-	273,966	675,069	0%
Accounting Charges	306,986	1,396,295	-	-	0%
Capital Outlay	863,793	990,610	1,371,132	470,465	-66%
Debt Service	7,944	-	205,583	323,477	57%
<b>Water &amp; Sewer Expenditure Total</b>	<b>7,723,049</b>	<b>8,932,566</b>	<b>11,544,309</b>	<b>10,552,812</b>	<b>-9%</b>
<b>Water and Sewer Net Revenues (Expenditures)</b>					
	<b>1,091,871</b>	<b>\$ 130,897</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**Water and Sewer Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Public Works Director*	1	1	1	1
Accountant*	-	-	-	-
Water/Sewer Superintendent	1	1	1	1
Water/Sewer Supervisor	1	1	1	1
Environmental Compliance Coordinator	1	1	1	1
Equipment Operator II	2	2	2	2
Equipment Operator I	1	1	1	1
Lift Station Operator	2	2	2	2
Water/Sewer Coordinator	1	1	1	1
Utility Clerk	-	-	-	-
Laborer II	5	5	5	5
Laborer I	4	4	4	3
<b>Total Personnel</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>18</b>

\*50 % Public Works Director, Accountant, Admin Asst & Clerk position moved to PW Administration

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department of Public Works | Water and Sewer-Water Distribution**

**Program Description:**

The Water Distribution System program provides for maintenance, repair, installation and replacement of the City Water Distribution System. This systems includes approximately 94,000 miles of water main’s, approximately 1000 fire hydrants, 3000 water service lines (meter’s) and approximately 5000 main line valves. The program also provides for operations, maintenance, repair and replacement for four (4) Booster Pump Stations, and two (2) elevated tank sites (500,000 gal and 750,00 gal storage capacity).

**Trends:**

The aggressive replacement of aging water lines through capital improvement will result in a reduction in emergency main and service line repairs. The rapid growth of development in the City has slowed, allowing staff to focus on preventive and predictive maintenance, increasing the efficiency and extending the life of the primary equipment. The City also has an active leak detection program that has proven beneficial to the City. This program has identified many leaks in the City. The City is looking into the possibility of establishing ground water wells for alternative water use.

**Program Broad Goals:**

Deliver safe and reliable potable water to City water customer’s through the distribution system. Provide proper maintenance for the distribution and production system components to prevent service disruptions. Also a meter replacement program has been established to increase revenues and water loss accountability.

**Program 13/14 Objectives:**

Minimize service disruptions through preventative maintenance of production equipment and proper underground utility identification and markings. Deliver the highest level of service to customers. Continue with the aggressive meter replacement program to increase revenues and water accountability. Complete budget capital infra-structure improvements.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Actual 12/13</b>	
Water main line repairs	18	
Service line repairs	86	
	<b>Estimated</b>	<b>13/14</b>
<b>Water main line repairs</b>	<b>10</b>	
Service line repairs	35	

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department of Public Works | Water and Sewer-Water Distribution**

**Program / Service Outcomes: (based on program objectives)**

	<b>Actual</b>	<b>12/13</b>
Number of meters changed out to capture water revenues and increase water accountability.		800
Number of leaks detected and repaired to capture water revenues and increase water accountability.		25
	<b>Estimated 13/14</b>	
Number of meters changed out to capture water revenues and increase water accountability.		850
Number of leaks detected and repaired to capture water revenues and increase water accountability.		30

**Prior Year Highlights:**

- Washington and Hemphill, Temple Water Line Replacement
- Vesta Ave Water Line Replacement
- Water Installation for Godby Road Recreation Center and Clipper Drive for New Development

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department of Public Works | Water and Sewer-Water Administration**

**Program Description:**

The Water & Sewer Administration program provide leadership, direction, and support for all the Operations programs including Water Distribution and Production, Wastewater Collection, Wastewater Maintenance in the City of College Park. Some of the duties include, but not limited to: Update standby board at Police Department. – Submit weekly reports to Public Works of daily and weekly activities and projected activities for upcoming week/monthly for weekly reports – Submit bi-weekly payroll, contact City of East Point by 6<sup>th</sup> of the month to obtain billing – prepare budget – processing invoices – answering all incoming calls – call in locate requested by UPC, etc.....

**Trends:**

The Water Operations Administration program is responsible for the distribution of an increasing number of work order related to operations and phone calls to the correct customer complaints. They are also responsible for logging in and tracking an increasing number of utilities locates requests. (UPC)

**Program Broad Goals:**

Provide leadership, direction, and management to the Operations program to ensure the delivery of safe, reliable, and efficient services.

**Program 13/14 Objectives:**

Manage the City water and wastewater Operations programs to provide safe and reliable services and maintain compliance with all federal and state requirements. Monitor and update the High Performance Work System, which promotes efficient use of the various disciplines within the Operations programs.

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

	<b>Actual</b>	<b>12/13</b>
Phone inquires processed, which relate to water and sewer operational issues.		2,000
Process and locate UPC tickets.		3,500
		<b>Estimated 13/14</b>
Phone inquires processed, which relate to water and sewer operational issues.		2,250

**CITY OF COLLEGE PARK, GEORGIA  
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Process and locate UPC tickets. 4,000

**Programs / Service Outcomes: (based on program objectives)**

**Actual 12/13**

Manage all Operations Division programs to maintain compliance with all federal and state requirements. Yes

**Programs / Service Outcomes: (based on program objectives)**

**Estimated 13/14**

Manage all Operations Division programs to maintain compliance with all federal and state requirements. Yes



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department of Public Works | Water and Sewer- Wastewater Maintenance**

**Program Description:**

Water and Sewer Wastewater Maintenance Program is responsible for the maintenance and operations of the Waste Water collection System and Sewer Services connections for residential and commercial customers. The Sewer collection system services approximately ten (10) square miles with a total of 76.28 miles of sewer mains.

**Trends:**

The Division has established an aggressive Stormwater/Sanitary Sewer Evaluation System (SSES) to provide the City with a comprehensive map of its sanitary sewer system while identifying defects and inefficiencies in the system. The results of the SSES will be used to identify portions of the system requiring repairs and/or maintenance to improve the efficiency of the system while reducing the City's waste treatment cost.

**Program Broad Goals:**

Operate and maintain sewer lift stations without spills or odor complaints. Meet or surpass all state and federal regulatory requirements. Also provide safe continuous transport of all wastewater within the City of College Park. Ensure correct sewer line operation conditions to avoid odor complaints. Reduce the number of sewer spill in wastewater collection system.

**Program 13/14 Objectives:**

Operate the sewer lift station in an effective and cost efficient manner without sewer spills or odor complaints. Provide preventive maintenance and quick responses to operational needs. Reduce odor control, chemical costs within the system by evaluating alternative chemicals to control odors.

**Performance Measures**

**Program/ Service Outputs: (goods, services, units produced)**

	<b>Actual</b>	<b>12/13</b>
Sewer lift station repairs		4
Hours of overtime needed to make sewer lift station repairs	125 hrs	

**CITY OF COLLEGE PARK, GEORGIA  
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**Program / Service Outcomes: (based on program objectives)**

	<b>Actual</b>	<b>12/13</b>
Sewer discharges that cause a “Notice of Violation” to be issued by the state		0
Sewer manholes located and repaired		20
 Annually clean one-third of sewer collection system; continue to clean complete collection system every three years		 Yes
		 <b>Estimated 13/14</b>
Sewer lift station repairs	3	
Hours of overtime needed to make sewer lift station repairs	120hrs	

**Program / Service Outcomes: (based on program objectives)**

	<b>Estimated 13/14</b>	
Sewer discharges that cause a “Notice of Violation” to be issued by the state		0
Sewer manholes located and repaired		20
 Annually clean one-third of sewer collection system; continue to clean complete collection system every three years.		 Yes

**Prior Year Highlights:**

Complete the following budgeted capital infra-structure projects:

- Best Road Sanitary Sewer Replacement
- English Lane Sanitary Sewer Replacement
- Conley Street Sanitary Sewer Force Main
- City Auditorium Sanitary Sewer Repair
- Completion of Camp Creek Basin I – (SSES)
- Completion of Flint River Basin I – (SSES)
- Completion of Camp Creek Basin II

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department of Public Works | Water and Sewer- Water Resources**

**Program Description:**

The Water Resources Department program promotes water conservation to citizen through education and incentives and maintains compliance with the Georgia Environmental Protection Division (EPD) and the Metropolitan North Georgia Water Planning District.

**Trends:**

The City will continue to promote and encourage water conservation to our customers. The City will also continue to meet all of the conservation measures under the Georgia Environmental Protection Division. The City also participates in an active toilet rebate program under the guidelines of the Metropolitan North Georgia Water Planning District.

**Program Broad Goals:**

Maintain compliance with the State Conservation program. Promote water conservation to customer, especially in the context of larger sustainability issues.

**Program 13/14 Objectives:**

Meet or surpass the conservation measures required under the guidelines of the Metropolitan North Georgia Water Planning District and Georgia Environmental Protection Division (EPD). Provide information on water conservation, best management practices to citizen through public outreach education, workshops, the City’s website and literature.

**Performance Measures**

**Program / Service Outputs: (goods, services, unit produced)**

	<b>Actual</b>	<b>12/13</b>
Water conservation educational Workshop provided		10
Number of toilet rebates approved		6
Customer contacts made by the Water Conservation office		150
	<b>Estimated 13/14</b>	
Water conservation educational Workshop provided		10
Number of toilet rebates approved		4
Customer contacts made by the Water Conservation office		25

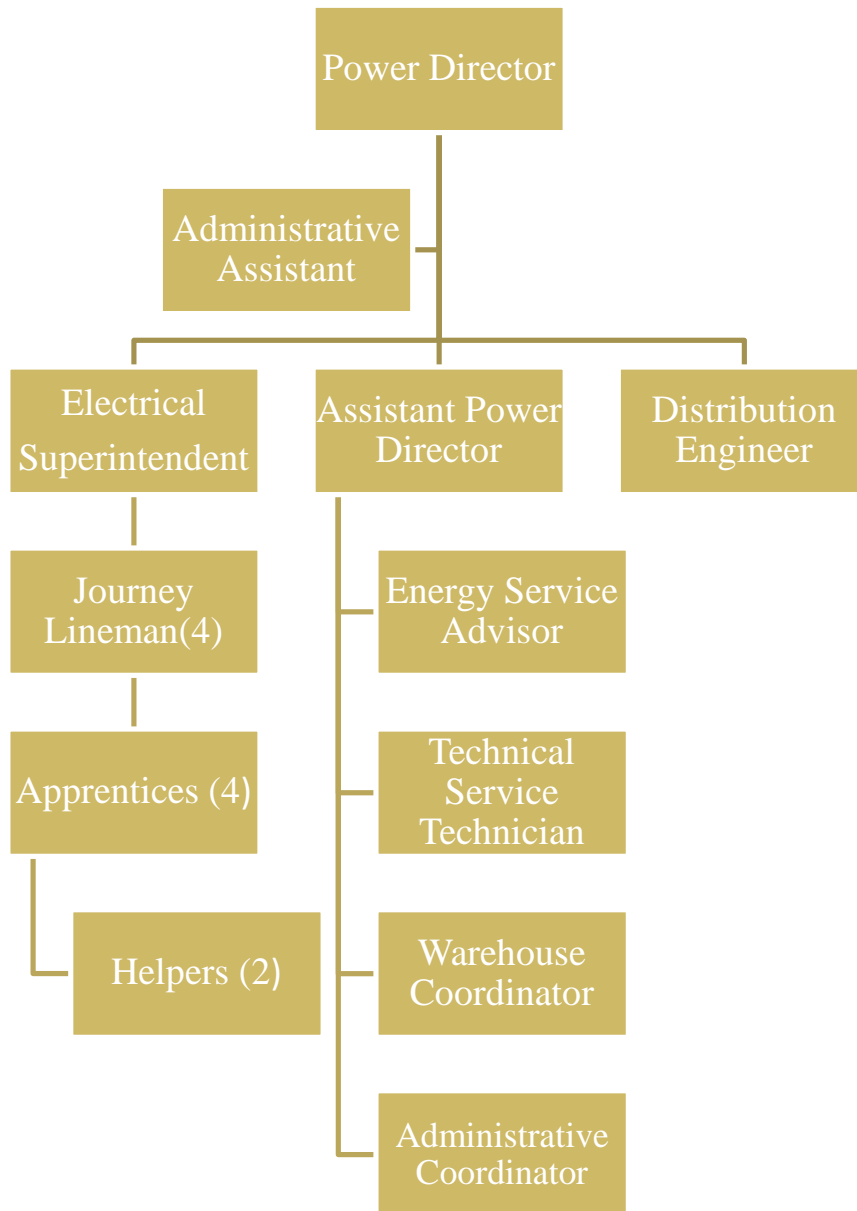
**CITY OF COLLEGE PARK, GEORGIA  
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**Program / Service Outcomes: (based on program objective)**

	<b>Actual</b>	<b>12/13</b>
Maintain compliance with Metropolitan North Georgia Water Planning District and Georgia Environmental Protection Division (EPD).		Yes
	<b>Estimated</b>	<b>13/14</b>
Maintain compliance with Metropolitan North Georgia Water Planning District and Georgia Environmental Protection Division (EPD).		Yes

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET

# Power Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Electric Line</b>					
Revenues					
Charges For Services	\$22,653,993	\$23,544,233	\$ 29,505,000	\$26,552,424	-10%
Leases & Other Rent	110,680		90,000	90,000	0%
Other Income	847,880	1,859,898	393,000	313,000	-20%
Interest	49,592	24,483	-	-	0%
Budget Carryforward	-	-	-	4,100,000	-100%
<b>Electric Line Revenue Total</b>	<b>23,662,145</b>	<b>25,428,614</b>	<b>29,988,000</b>	<b>31,055,424</b>	<b>4%</b>
Expenditures					
Personnel Services	784,644	784,593	824,964	754,626	-9%
Employee Benefits	227,225	244,239	241,877	247,521	2%
Communications & Util.	51,285	42,020	98,168	76,626	-22%
Rentals	5,497	4,260	5,500	5,500	0%
Repair & Maintenance	598,664	476,131	859,050	712,848	-17%
Building Maintenance	2,522	18,844	21,500	7,400	-66%
Training & Education	53,298	49,956	60,300	70,820	17%
Other Services & Charges	492,883	1,163,712	1,212,754	451,700	-63%
Materials & Supplies	124,087	86,973	113,750	114,850	1%
Cost Of Sales	17,401,171	19,742,889	20,599,471	19,516,015	-5%
Depreciation		708,248			
Operating Transfers Out	5,009,548	6,355,243	4,303,966	8,160,518	90%
Capital Outlay	837,226	547,248	1,646,700	937,000	-43%
<b>Electric Line Expenditure Total</b>	<b>26,497,598</b>	<b>30,224,356</b>	<b>29,988,000</b>	<b>31,055,424</b>	<b>4%</b>
<b>Electric Line Net Revenues/(Expenditures)</b>	<b>\$ (2,835,453)</b>	<b>\$ (4,167,326)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>1%</b>

**Electric Line Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Power Director	1	1	1	1
Assistant Power Director	1	1	1	1
Power Superintendent	1	1	1	1
Distribution Engineer	1	1	1	1
Lineman/Electrical Worker	4	4	4	4
Electrical Technician	1	1	1	1
Apprentice/Electrical Worker I	2	2	2	2
Apprentice/Electrical Worker II	-	-	-	-
Apprentice/Electrical Worker III	2	2	2	2
Laborer I/Electrical Helper	2	2	2	2
Administrative Assistant	1	1	1	1
Accounts Payable Technician	1	1	1	1
Administrative Coordinator	-	-	-	-
<b>Total Personnel</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

### Power Department | Line Division

#### **Program Description:**

The Power Department Line Division program includes the overall department administration function and is responsible for operational, budget, purchasing, financial, and staffing activities for all divisions of the Power Department. The management staff provides leadership, direction and support for all Power Department divisions. Senior staff participates in and interacts with joint action agency, MEAG Power, and state electric utility agency, Electric Cities of Georgia, and other professional and industry organizations to maximize the efficiency of the operation, and revenue from the sale of excess power to external customers, local utilities, and regional and national power grids.

The Line Division is responsible for engineering, design, construction, installation, and maintenance of the City's electric power distribution system, and traffic signals. This distribution system includes eight power distribution substations, 27 feeder circuits and approximately 150 miles of overhead and underground line serving approximately 8,000 electric utility customers. There are 42 traffic signals in the city, 24 of which are owned by College Park, and operated and maintained by the Power Department.

#### **Trends:**

Weak economic conditions continue to influence budget priorities, and require vigilant and aggressive budget management to ensure maximum benefit from budgeted expenditures. Annual Power Department projects continue to focus on infrastructure improvements.

The Department is currently working with two new commercial customers who have plans to locate to College Park during FY 12; Buckhead Beef plans to locate into an expansion of the SYSCO Foods complex; and Telecycle plans to locate into the warehouse complex on St. Joseph Blvd. Both will require expanded commercial three phase electric service.

#### **Program Broad Goals:**

Continue to provide clean, reliable electric power to the citizens and rate payers at economically competitive rates by providing insight and planning necessary to maintain the power distribution system at the highest levels possible while ensuring the citizens, and rate payers dollars are spent wisely and with maximum effect.

#### **Program 13/14 Objectives:**

Complete budgeted capital infra-structure improvements within the fiscal year that include (NOTE: fiscal budget adjustments and constraints may cause the initially approved budgeted projects to be altered or amended during the fiscal year):

**CITY OF COLLEGE PARK, GEORGIA  
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- West Fayetteville Substation fiber optic control upgrade
- Replace 18 obsolete substation voltage regulators at the West Fayetteville Substation, which will complete the four year program to replace all 51 City owned voltage regulators.
- Godby Road feeder upgrade from Old National Hwy to Southampton Rd.
  
- Lakemont Drive feeder upgrade, to include all of the lateral feeds off Lakemont and Pelot Drives
- Upgrade 12 intersection caution flashing signals to LED standard
- Upgrade traffic signal intersection Godby Road at Scofield Dr.
- Godby Road Streetscape Lighting Project (Reimbursable through federal and state grant funds)

**Power Department | Line Division**

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

	<b>Actual 12/13</b>
# of Budgeted Capital Infrastructure and Expansion Projects/Programs	6
# of Budgeted In-House Capital Projects/Programs	0
	<b>Estimated 13/14</b>
# of Budgeted Capital Infrastructure and Expansion Projects/Programs	7
# of Budgeted In-House Capital Projects/Programs	6

**Program / Service Outcomes: (based on program objectives)**

	<b>Actual 12/13</b>
Maintain project costs at or below 5.0% of capital project budgets	3%
	<b>Estimated 13/14</b>
Maintain project costs at or below 5.0% of capital project budgets	3%
Complete all budgeted infrastructure and expansion projects listed (or as amended) within the fiscal year as budgeted	



## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

### **Prior Year Highlights:**

Completed the following budgeted capital infra-structure projects in FY 2012.

- SCADA frontend equipment upgrade
- Edison Substation Voltage Regulator Replacement
- Edison Substation Fiber Optic Control upgrade
- Golf Course Feeder Conversion (Fairway Dr. to Herschel Rd.)
- Crystal Lake Substation Feeder Extension and Interconnect
- Traffic Signal Upgrade – Riverdale Rd @ Colonial Drive
- 95% - Crystal Lake and Jonesboro SCADA Start-up – frame relay communications circuit, all equipment and hardware installed. Programming and commissioning to be completed first quarter FY12;  
80% - Greensprings Rd Feeder Extension across US Hwy 29 and CSX Railroad – Feeder upgrade completed to crossing point at US 29. Crossing delayed due to inability to acquire utility crossing permits from GDOT and CSX Railroad. Permitting process still in progress.

### **In-house Project**

- Converted overhead distribution to underground serving Avery Park Apartments and Townhomes to address a significant tree and vegetation problem, and improve reliability by reducing the number of tree related outages.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Electric Meter</b>					
Expenditures					
Personnel Services	\$ 201,785	\$ 161,274	\$ 137,368	\$ 145,193	6%
Employee Benefits	74,762	63,563	78,558	60,107	-23%
Communications & Util.	5,556	4,948	9,060	7,193	-21%
Repair & Maintenance	14,134	10,399	19,100	25,378	33%
Building Maintenance	51	1,919	500	-	-100%
Training & Education	2,406	1,180	2,200	2,200	0%
Other Services & Charges	9,136	12,946	7,788	13,490	73%
Materials & Supplies	22,622	24,431	31,830	34,980	10%
Capital Outlay	15,542	-	20,000	509,300	2447%
<b>Electric Meter Expenditure Total</b>	<b>\$ 345,994</b>	<b>\$ 280,660</b>	<b>\$ 306,404</b>	<b>\$ 797,841</b>	<b>160%</b>

**Electric Meter Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Meter Reader Supervisor	1	1	1	-
Energy Service Advisor	1	1	1	1
Meter Investigator	1	1	1	1
Meter Serviceman	1	1	1	1
Meter Reader	3	3	3	2
<b>Total Personnel</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>5</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Power Department | Meter Division**

**Program Description:**

The Power Department Meter Division program is responsible for accurately reading all electric and water meters within the City of College Park and for those individual customers outside the city but who are on College Park’s power system. Other primary activities include daily connects and disconnects (move in and move out), completion of miscellaneous work and service orders, cut-offs and paid cut-ons for non-payment, meter installation and replacements, and theft of service investigation.

**Trends:**

Due to the weak economy, business downsizing, reduced customer base, and other economic pressures, there has very little change in the total number of electric meters being read each month. The installation and upgrade of water meters to AMR standards by the Water Department is improving the efficiency of the meter reading process, and the ongoing AMR electric meter installation program has more than 5,500 meters installed. The next level of electric AMR is now being upgraded in anticipation of the installation of a consolidated meter reading system that will electronically reading electric and water meters via telephone and ERT technology.

**Program Broad Goals:**

Ensure the accurate and timely reading of all water and electric meters. Complete all work and service orders in a timely manner. Work with Customer Service Division and Water Department to quickly identify and correct water meter mechanical and AMR problems and reading errors and reduce the number of water meter re-reads caused by such issues.

**Program 13/14 Objectives:**

Upgrade 1000 residential AMR electric meters to the new Hi-Power ERT AMR meter. Reduce the number water meter re-read requests by 50 %.

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

**Actual 12/13**

# of Budgeted Capital Projects/Programs

2

# of In-House Capital Projects/Programs

2

**Program / Service Outcomes: (based on program objectives)**

**Actual 12/13**

Maintain project costs at or below 5.0% of capital project budgets

3%

Complete all In-House projects within the fiscal year as budgeted

2

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<b>Estimated 13/14</b>
# of Budgeted Capital Projects/Programs	2
# of In-House Capital Projects/Programs	2

**Program / Service Outcomes: (based on program objectives)**

	<b>Estimated 13/14</b>
Maintain project costs at or below 5.0% of capital project budgets	3%
Complete all In-House projects within the fiscal year as budgeted	2

**Power Department | Meter Division**

**Prior Year Highlights:**

- Completed purchase of and continued ongoing upgrade, replacement and new installation of residential AMR meters.
- Completed purchase of and placed in service one new replacement meter reading pick-up truck.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<b>2013 Amended 2014 Council % Change</b>				
	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>Budget</b>	<b>Adopted</b>	<b>2013 to 2014</b>
<b>Electric Warehouse</b>					
Expenditures					
Personnel Services	\$ 43,396	\$ 42,683	\$ 43,345	\$ 42,944	-1%
Employee Benefits	15,412	16,872	17,845	19,268	8%
Communications & Util.	2,262	2,613	9,750	3,505	-64%
Rentals	-	-	1,000	1,000	0%
Repair & Maintenance	1,210	5,508	4,930	10,803	119%
Building Maintenance	50	658	7,700	2,700	-65%
Training & Education	-	-	400	400	0%
Other Services & Charges	9,395	13,253	14,114	11,221	-20%
Materials & Supplies	365	1,832	1,050	1,150	10%
<b>Warehouse Expenditure Total</b>	<b>\$ 72,090</b>	<b>\$ 83,418</b>	<b>\$ 100,134</b>	<b>\$ 92,991</b>	<b>-7%</b>

**Electric Warehouse Personnel**

	<b>2013 Amended 2014 Council</b>			
	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>Budget</b>	<b>Adopted</b>
<b>Full Time Positions:</b>				
Warehouse Coordinator	1	1	1	1
<b>Total Personnel</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Power Department | Warehouse Division**

**Program Description:**

The Power Department Warehouse Division program is responsible for bidding ordering, receiving and stocking all items for the Power Department and, to a lesser degree, certain items used by other non-power department users. Power Department catalog items include office supplies, meters, pole and underground hardware, aerial and underground cable, and other material, hardware and equipment used in the construction and maintenance of the power distribution system. Non-power related catalog items include building cleaning supplies, light bulbs, trash bags, batteries, etc. The warehouse maintains two storage locations, one at the Power Department headquarters location at 1886 Harvard Avenue in College Park, and the remote location at 1060 Forest Parkway. The warehouse operation provides monthly use and requisition reports, semi-annual inventories, as well as all shipping and receiving documents to match with purchase orders and invoices.

**Trends:**

With the advent of internet suppliers and ordering, and both local and national vendors improved delivery systems, the warehouse has moved to reduce the number of office supply items and preprinted paper forms carried in the catalog by shifting the items to the user department through the use of “just in time” ordering via the internet. This trend will continue where efficiency and economy can be improved.

**Program Broad Goals:**

Ensure all bids and RFPs issued by the warehouse comply with current purchasing policies and are closely reviewed for best quality at lowest price. Maintain minimum stock levels on high use items by closely monitoring re-order quantities. Produce accurate and timely monthly reports for accounting and department use. Ensure highest possible level of security and loss prevention.

**Program 13/14 Objectives:**

Reduce the remaining number of central stores catalog items by 20 out of a total of 165. Reduce the central stores shrinkage loss to below 2.5% of total central stores valuation as reported in the annual fiscal year-end inventory.

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

Reduced the shrinkage loss	<b>Actual 12/13</b> 2.5%
Reduce the shrinkage loss to	<b>Estimated 13/14</b> Below 2.5%

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Prior Year Highlights:**

Evaluated and removed surplus 17 items from catalog and inventory.

- Prepared monthly reports in a timely manner.
- Performed and prepared the annual inventory and report.
- Maintained electronic storage and retrieval system for all order and receiving documents by scanning all to PDF format and maintaining them in the warehouse computer data base.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Electric CNG</b>					
Expenditures					
Repair & Maintenance	\$ 2,450	\$ 28,999	\$ 60,000	\$ -	-100%
Other Services & Charges	10,816	135,586	110,000	-	-100%
Materials & Supplies	-	3,663	30,000	-	0%
<b>Electric CNG Expenditure Total</b>	<b><u>\$ 13,266</u></b>	<b><u>\$ 168,248</u></b>	<b><u>\$ 200,000</u></b>	<b><u>\$ -</u></b>	<b><u>-100%</u></b>



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Power Department | Economic Development Department**

**CNG Circulator Shuttle Bus Program**

**Program Description:**

The CNG Circulator Shuttle Bus Program is responsible for enhancing the economic well-being and quality of life of the community providing free transportation to residents and visitors in the City of College Park linking key attractions such as the Georgia International Convention Center, hotels and downtown College Park shopping and dining district.

**Trends:**

The key indicators of performance for the CNG Circulator Shuttle Bus Program are the number of riders on the buses, number of advertising dollars generated for the bus system, number of routes for the bus service.

**Program Broad Goals:**

Launch the circulator shuttle buses as College Park Go Bus and create two routes for peak service times connecting hotel visitors and employees in the area to the GICC and downtown businesses. This free transportation option will increase patrons to local businesses and provide a much needed amenity to hotel guests in our city.

**Program 13/14 Objectives:**

The College Park Go Bus will offer two lunchtime express routes to begin serving the community by November, 2011. Putting four of seven buses in circulation is the start-up goal. Economic Development staff will oversee promotion and marketing of the bus system in order to educate the community about its existence and increase ridership throughout the year.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Estimated 13/14</b>
# Shuttle Bus Riders	5000
# Advertisers	\$8000
# Routes	2

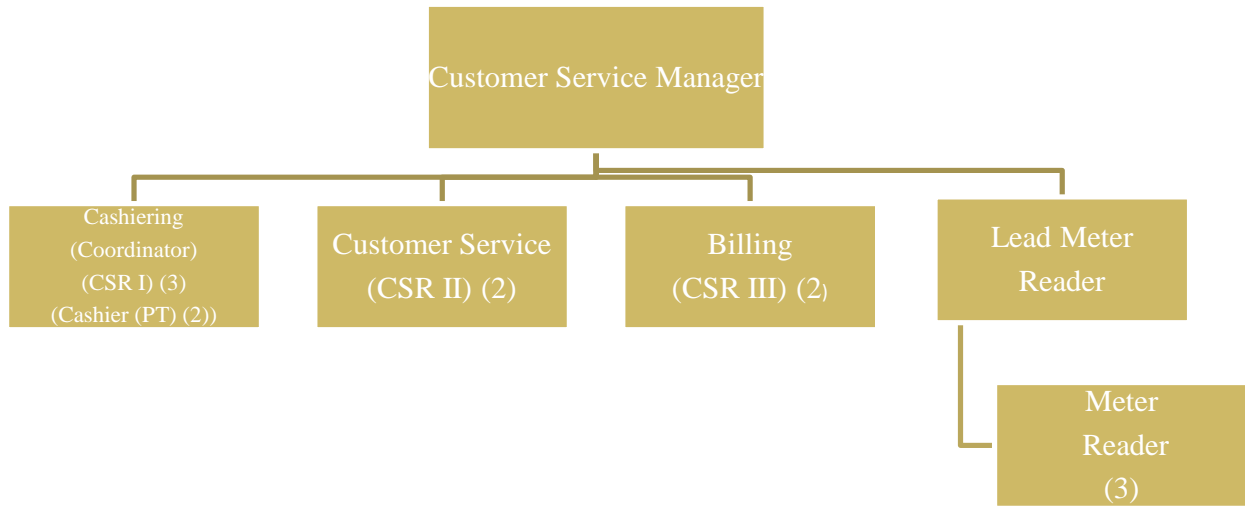
**Program/Service Outcomes: (based on program objectives)**

	<b>Estimated 13/14</b>
Tax Revenue Enhancement (mixed drink, sales tax)	1%

**No Prior Year Highlights – new program**

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET

# Customer Service Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Electric Customer Service</b>					
Personnel Services	\$ 331,819	\$ 377,192	\$ 387,256	\$ 344,116	-11%
Employee Benefits	98,185	103,220	108,358	110,711	2%
Expenditures	-	-	-	-	0%
Communications & Util.	13,491	9,909	9,525	15,160	59%
Repair & Maintenance	-	2,623	39,236	37,997	-3%
Training & Education	2,016	3,441	3,905	4,905	26%
Other Services & Charges	26,969	49,711	115,494	103,494	-10%
Materials & Supplies	111,143	65,479	93,370	93,970	1%
Accounting Charges	6,791	4,473	11,000	5,000	-55%
Capital Outlay	240,034	175,217	10,000	-	-100%
Debt Service	32,501	23,889	32,000	32,000	0%
<b>Customer Service Expenditure Total</b>	<b><u>\$ 862,949</u></b>	<b><u>\$ 815,155</u></b>	<b><u>\$ 810,144</u></b>	<b><u>\$ 747,353</u></b>	<b>-8%</b>

**Customer Service Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Customer Service Supervisor	1	1	1	1
Utility Cashier Coordinator	3	1	1	1
Customer Service Representative I	2	3	3	3
Customer Service Representative II	2	2	2	2
Customer Service Representative III	-	2	2	2
Credit Coordinator	-	-	-	-
<b>Part Time Positions:</b>				
Utility Clerk/Cashier	2	2	2	2
<b>Total Personnel</b>	<b><u>10</u></b>	<b><u>11</u></b>	<b><u>11</u></b>	<b><u>11</u></b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Electric | Customer Service**

**Program Description:**

The Customer Service program provides for the accurate and timely billing of the city’s electric, water, sewer, sanitation and storm water services in accordance with Section 10 of the City of College Park code of ordinances. The program assists customers with establishing and disconnecting utility services, responding to billing inquiries and taking payments. Revenue recovery is also a function of this program.

**Trends:**

The city’s utility customer base has decreased over the past several years due to airport expansion. The growth rate has been flat over the last three years. The utility billing program continues to employ new technology and process improvements to streamline and operate more efficiently.

**Program Broad Goals:**

Bill electric, water, sewer, sanitation and storm water services and associated taxes/fees in a timely and accurate manner. Answer all customer inquiries in a timely manner. Complete all customer requests to establish or disconnect services in a timely and accurate manner.

**Program 13/14 Objectives:**

Implement a new user friendly CIS/Utility Billing System that will improve internal processes and allow customers to view and pay their bills online. Implement a utility deposit refund process based on credit scoring criteria. Integrate the meter reading function with the customer service /billing function to streamline process and reduce billing errors.

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

	<b>Actual 12/13</b>
Total utility statements issued	95,750
Total dollars billed	30,127,500

**Program/Service outcomes: (based on program objectives)**

	<b>Actual 12/13</b>
Utility bills mailed accurately	99.8%
Utility bills mailed timely	100%
Customer calls answered timely	94%

Delinquency as a % of total	1.15%
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**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

Total utility statements issued	<b>Estimated 13/14</b> 95,750
Total dollars billed	30,127,500
<b>Program/Service outcomes: (based on program objectives)</b>	
	<b>Estimated 13/14</b>
Utility bills mailed accurately	99.8%
Utility bills mailed timely	100%
Customer calls answered timely	94%
Delinquency as a % of total	1.15%

**Electric | Customer Service**

**Prior Year Highlights**

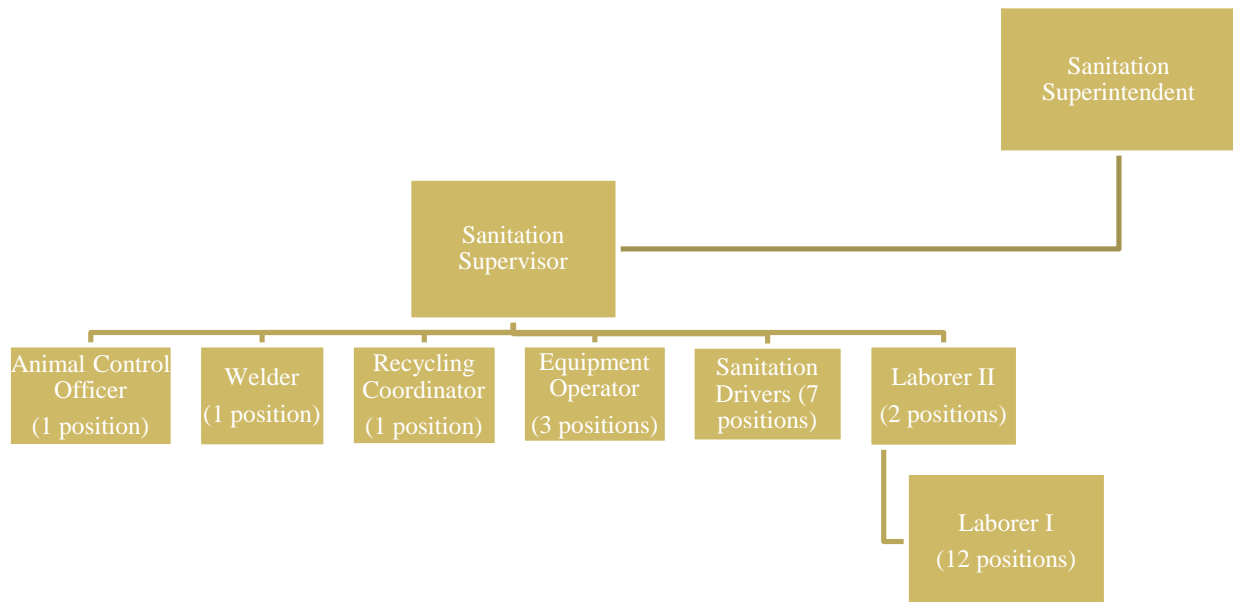
- A reorganization moving the meter section from the power department to reporting to the customer service department took place. This will improve processes and closely align the two business units.
- Contracted with Harris North Star for the new CIS/Utility Billing System and are progressing very well on the conversion process.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Golf Course Fund</b>					
Revenues					
Fees, Licenses, Permits	\$ 6,464	\$ -	\$ 3,500	\$ -	-100%
Leases & Other Rent	31,460	44,496	42,482	43,175	2%
Other Income	6,650	2,352	8,170	-	0%
Operating Transfers In	-	-	-	-	0%
<b>Golf Course Fund Revenue Total</b>	<b>44,682</b>	<b>46,848</b>	<b>54,152</b>	<b>43,175</b>	<b>-20%</b>
Expenditures					
Other Services & Charges	47,147	1,970	11,670	-	0%
Operating Transfers Out	49,100	46,400	42,482	43,175	2%
Capital Outlay	(28)	-	-	-	0%
<b>Golf Course Fund Expenditure Total</b>	<b>96,219</b>	<b>48,370</b>	<b>54,152</b>	<b>43,175</b>	<b>-20%</b>
<b>Golf Course Net Revenues/ (Expenditures)</b>	<b>\$ (51,537)</b>	<b>\$ (1,522)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET

# Public Works Department Sanitation Fund



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Sanitation Fund</b>					
Revenues					
Charges for Services	\$ 2,686,189	\$ 2,767,728	\$ 2,700,000	\$ 2,700,000	0%
Other Income	46,074	64,167	50,000	45,000	-10%
Interest	533	203	-	-	-100%
Budget Carryforward	-	-	-	-	-100%
<b>Sanitation Fund Revenue Total</b>	<b>2,732,796</b>	<b>2,832,098</b>	<b>2,750,000</b>	<b>2,745,000</b>	<b>0%</b>
Expenditures					
Personnel Services	1,059,191	1,018,509	1,089,719	1,008,501	-7%
Employee Benefits	341,701	338,459	325,547	355,873	9%
Communications & Util.	27,702	24,986	19,400	24,200	25%
Repair & Maintenance	168,002	261,565	263,500	257,715	-2%
Building Maintenance	21,023	12,242	20,000	20,000	0%
Training & Education	6,651	2,957	5,000	5,000	0%
Other Services & Charges	111,196	100,408	82,373	104,200	26%
Materials & Supplies	143,084	168,500	151,400	156,100	3%
Cost of Sales	510,009	516,028	510,000	510,000	0%
Transfers Out	-	7,400	208,061	228,411	10%
Accounting Charges	157,432	610,289	-	-	0%
Capital Outlay	795,435	129,201	75,000	75,000	-74%
Debt Service	2,568	-	-	-	-100%
<b>Sanitation Fund Expenditure Total</b>	<b>2,738,628</b>	<b>3,190,544</b>	<b>2,750,000</b>	<b>2,745,000</b>	<b>-21%</b>
<b>Sanitation Net Revenues/ (Expenditures)</b>	<b>\$ (5,832)</b>	<b>(358,446)</b>	<b>\$ -</b>	<b>\$ -</b>	

**Sanitation Personnel**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
<b>Full Time Positions:</b>				
Superintendent	1	1	1	-
Supervisor	1	1	1	1
Administrative Assistant	1	1	1	1
Recycle Coordinator	1	1	1	1
Equipment Operator II	3	3	3	3
Equipment Operator I/Crew Leader	7	7	7	7
Welder	1	1	1	1
Animal Control Officer	1	1	1	1
Laborer II	2	2	2	2
Laborer I	12	12	12	12
Utility Accountant	1	1	1	1
<b>Total Personnel</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>30</b>



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department of Public Works | Sanitation Division- Residential Collection**

**Program Description:**

The Residential Collection Program consists of three major programs whose primary function is to provide twice a week service for household trash, leaf /grass clipping, and brush collection. A total of 2,100 homes are serviced twice a week. This program also provides a complimentary service designed to provide an easy, convenient way for residents to dispose of large items once a week.

**Trends:**

Due to the current housing market, there hasn't been any new residential housing in the City, although yard waste has remained constant.

**Program Broad Goals:**

Promote safe and sanitary living conditions in College Park neighborhoods through the delivery of quality solid waste residential, brush, leaf, and recycling collection services in an efficient and responsive manner.

**Program 13/14 Objectives:**

Purchase new CNG rear load garbage truck. Reduce the number of missed residential calls by 10%. Purchase more safety equipment for employees.

**Performance Measures**

**Program/Services Outputs: (goods, services, units produced)**

	<b>Actual</b>	<b>12/13</b>
Percentage of Residential routes completed daily		100 %
Percentage of Brush routes completed daily		100 %
Percentage of Leaf routes completed daily		100 %
	<b>Estimated 13/14</b>	
Percentage of Residential routes completed daily		100 %
Percentage of Brush routes completed daily		100 %
Percentage of Leaf routes completed daily		100 %

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Prior Year Highlights:**

- Purchased the last CNG Garbage Truck – Rear Loader
- Conducted our annual “April Clean Month”, which allows citizens to conduct their own household cleanup that Sanitation will collect at no charge
- Conducted our annual “Old National Clean Up Blitz”, which Sanitation invites the citizens of College Park to help in keep the Old National ROW clean.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department of Public Works | Sanitation Division-Commercial Collection**

**Program Description:**

The Commercial Collection Program provides six days a week commercial refuse collection service to business establishments, multi-family housing developments, all city facilities and parks. This program services over 800 dumpsters from one to six days a week.

**Trends:**

The City's growth with new land acquisitions and startup businesses has grown our commercial pickups by 45 new accounts.

**Program Broad Goals:**

Promote safe and sanitary living conditions in College Park neighborhoods and business districts through the delivery quality commercial solid waste collection services in an efficient, responsive and professional manner. Provide and promote environmentally friendly collection programs.

**Program 13/14 Objectives:**

Purchase the two more CNG front load garbage trucks. Reduce the number of missed commercial calls by 10%.

**Performance Measures**

**Program/Services Outputs: (goods, services, units produced)**

	<b>Actual</b>	<b>12/13</b>
Number of Commercial accounts		453
Number of Front Load bins		807
Percentage of Commercial routes completed daily		100 %
		<b>Estimated 13/14</b>
Number of Commercial accounts		453
Number of Front Load bins		807
Percentage of Commercial routes completed daily		100 %

**Prior Year Highlights:**

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

- Started collecting 14 new commercial businesses including new hotels and several new businesses along Old National and Sullivan Rd.

**Department of Public Works | Sanitation Division - Recycling Collection**

**Program Description:**

The Recycling Division has three drop off location throughout the City. Items that are collected are glass, newspaper, cardboard, aluminum, and plastic. All of our commercial businesses have the opportunity to receive cardboard service for a \$50 per month container fee. The City's hotels can participate with more recycling services, such as paper, aluminum, and plastic. Other commercial businesses can partake in our glass and office paper recycling program.

**Trends:**

The commercial recycling request has increased. Since the City offers cardboard pickup for no charge, many businesses have taken full advantage of our service. With the increasing pressure to recycle, the City's recycling program is growing each year. The number of businesses that use the City's recycling services has grown by 150 %.

**Program Broad Goals:**

Promote safe and sanitary living conditions in College Park neighborhoods through the delivery of quality solid waste residential, brush, leaf, and recycling collection services in an efficient and responsive manner.

**Program 13/14 Objectives:**

Increase the money received for recyclables. Purchase a new trailer for glass. Purchase more paper shred containers. Purchase 15 more cardboard recycling containers

**Performance Measures**

**Program/Services Outputs: (goods, services, units produced)**

	<b>Actual</b>	<b>12/13</b>
Percentage of Recycling routes completed daily		100%
Tons of recycling collected		750
		<b>Estimated 13/14</b>
Percentage of Recycling routes completed daily		100%
Tons of recycling collected		750

**Prior Year Highlights:**

- Visited Harriett Tubman Elementary School to promote Recycling Awareness
- Started to collect our own newspaper and magazines from Recycling Sites
- Conducted "Household Hazardous Waste Day" for the citizens to dispose of materials not normally collected by Sanitation
- Held the first "Recycling Awareness Day" to inform citizens what to bring to the recycling

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

sites

**Department of Public Works | Sanitation Division-Animal Control**

**Program Description:**

The Animal Control Program primary function is to ensure that all City laws and codes are followed by all citizens in the City. The Animal Control Section also removes all dead animals from the City ROW and collects stray animals throughout the City.

**Trends:**

The City’s growth with new land acquisitions has caused numerous development projects throughout the City, has caused the number of stray animals in the City to grow.

**Program Broad Goals:**

To enforce all City Codes dealing with animal services. To allow all the citizens in the City the opportunity to enjoy safe and sanitary environment, for exercise, leisure walking, and school and bus travel.

**Program 13/14 Objectives:**

Promote safe and sanitary living conditions in College Park neighborhoods through the delivery of quality animal control services.

**Performance Measures**

**Program/Services Outputs: (goods, services, units produced)**

	<b>Actual</b>	<b>12/13</b>
Number of Dead Animals collected		153
Number of Live Animals collected		156
Number of Citations given		23
	<b>Estimated 13/14</b>	
Number of Dead Animals collected		175
Number of Live Animals collected		120
Number of Citations given		10

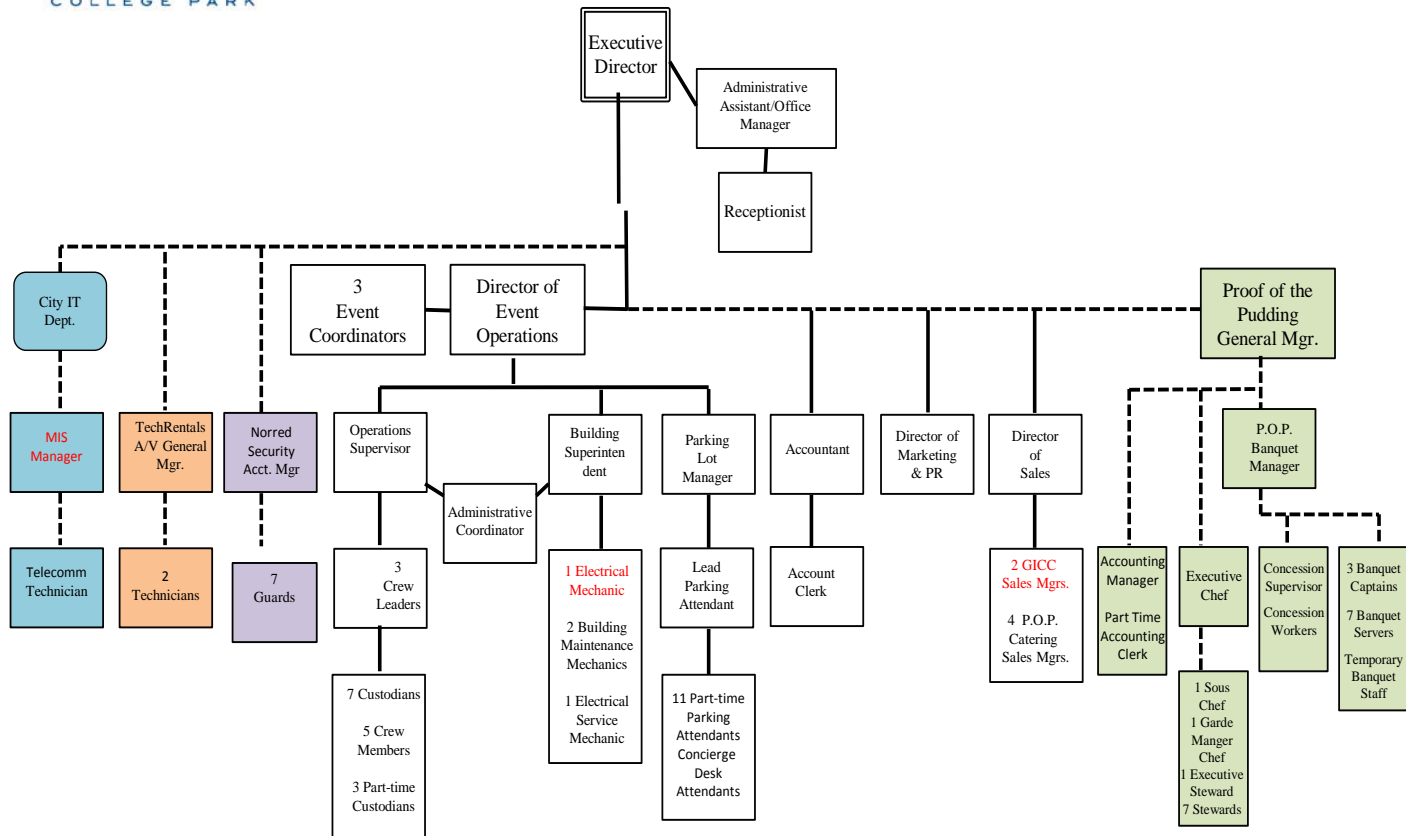
**Prior Year Highlights:**

- Implemented a new technique in animal control collection
- Rescued and returned over 37 live animals to pet owners
- Assisted the CPPD on numerous occasions to apprehend loose animals
- Maintain an onsite shelter for live animals found endangered or harmed

# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET



Fiscal Year 2013- 2014



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Convention Center</b>					
<b>Revenues</b>					
Charges for Sevices	\$ 6,543,459	\$ 6,608,392	\$ 6,885,000	\$ 7,195,000	5%
Rentals and Commissions	100,393	96,701	106,000	100,000	-6%
Other Income	45,759	39,122	5,698,970	5,786,970	2%
Interest	2,685	1,487	2,600	2,600	0%
OperatingTransfers In	6,394,195	11,280,443	1,753,030	1,803,667	3%
Budget Carryforward		-	582,330	-	-100%
<b>Convention Center Revenue Total</b>	<b>13,085,641</b>	<b>18,026,145</b>	<b>15,027,930</b>	<b>14,888,237</b>	<b>-1%</b>
<b>Expenditures</b>					
Personnel Services	\$ 2,231,432	\$ 2,006,282	\$ 1,919,578	\$ 1,961,857	2%
Employee Benefits	633,328	587,528	592,342	638,056	8%
Communicat - Communications & Util.	1,426,901	1,413,628	1,652,550	1,628,878	-1%
Rentals - Rentals	16,664	21,776	20,000	30,000	50%
Repair & Maintenance	216,469	198,568	206,790	201,922	-2%
Building Maintenance	180,180	185,966	222,000	215,500	-3%
Training & Education	44,668	34,896	61,610	33,505	-46%
Other Services & Charges	1,108,761	1,006,844	880,441	709,030	-19%
Materials & Supplies	170,279	167,520	182,100	159,800	-12%
Cost Of Sales	2,377,516	2,609,399	2,662,000	2,578,750	-3%
Operating Transfers Out	270,400	-	248,419	350,339	-100%
Depreciation & Amortization	-	2,750,794	-	-	0%
Capital Outlay	185,555	170,000	10,000	-	-100%
InterestExpense & Fiscal Charges	-	3,384,608	-	-	0%
Amortization	-	253,514	-	-	0%
Debt Service	6,396,439	-	6,370,100	6,380,600	0%
<b>Convention Center Expenditure Total</b>	<b>15,258,592</b>	<b>14,791,323</b>	<b>15,027,930</b>	<b>14,888,237</b>	<b>-1%</b>
<b>Convention Center Net Revenues/ (Expenditures)</b>	<b>\$ (2,172,952)</b>	<b>\$ 3,234,822</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Convention Center Personnel**

<b>Full Time Positions:</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Amended Budget</b>	<b>2014 Council Adopted</b>
Director	1	1	1	1
Assistant Director	1	1	0	0
Director of Event Operations	1	1	1	1
Director of Marketing and Public Relations	1	1	1	1
Director of Sales	1	1	1	1
Building Superintendent	1	1	1	1
Operations Supervisor	1	1	1	1
Parking Lot Manager	1	1	1	1
Accountant	1	1	1	1
Sales Manager	2	2	2	2
MIS Manger	0	0	0	1
Event Coordinator	4	3	3	3
Administrative Assistant	1	1	1	1
MIS Technician	1	1	1	0
Executive Secretary	1	0	0	0
Administrative Coordinator	1	1	1	1
Account Clerk	1	1	1	1
Lead Parking Attendent	1	1	1	1
Parking Attendent	2	0	0	0
Receptionist	1	1	1	1
Building Maintenance Mechanic	2	2	2	2
Electrical Services Mechanic	1	1	1	1
Telecommunications Technician	1	1	1	1
Electric Mechanic	1	1	1	1
Crew Worker	6	5	5	5
Crew Leader	3	3	3	3
Custodian	11	7	7	7
<b>Part Time Positions:</b>				
Custodian	2	3	3	3
Parking Attendant	9	11	11	11
<b>Total Personnel</b>	<b>60</b>	<b>54</b>	<b>53</b>	<b>53</b>



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Georgia International Convention Center**

**Program Description:**

The Convention Center program was developed in the 1980s to serve as a magnet for hotel development in the Airport Corridor and to supplement their revenues through room referrals and local businesses. The new Georgia International Convention Center opened in April 2003. The GICC is a premier facility in the Southeast covering 400,000 square feet; which includes a 40,000 square foot ballroom (the largest in the State of Georgia) and a 150,000 square foot exhibition hall.

**Trends:**

Facility Use has been down in the past few years due to our struggling economy industry wide. Revenues for the past two years have been lower than the two previous years. With the new hotels and the Atlanta Skytrain, as well the slowly improving economy, we are projecting our revenue to improve over the actual 2009/2010 revenues. We are seeing an increase in bookings, and several new large events are contracted for the Fall of 2010.

**Program Broad Goals:**

The goals of the Georgia International Convention Center is to provide a world class facility, to create an awareness of the Gateway Complex, to create successful client events, all to increase revenues to the city. The revenues include revenues from the Convention Center, but also through Hospitality Tax Revenue, local Business Sales Tax, and Property Taxes.

**Program 13/14 Objectives:**

Diligently monitor and utilize all opportunities for additional revenue to include collaborating with the new hotel partners, being active in industry related organizations, and aggressively targeting and soliciting events that are meeting at competing facilities.

**Performance Measures:**

**Program/Services Outputs: (goods, services, unit produced)**

	<b>Actual 12/13</b>
Exhibit Hall Revenue	1,150,000
Meeting Room Revenue	700,000
Food & Beverage Revenue	2,600,000

**Program/Services Outputs: (based on program objective)**

	<b>Estimated 13/14</b>
Number of Events	3,400
Total Attendance	280,000

## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

### **Prior Year Highlights:**

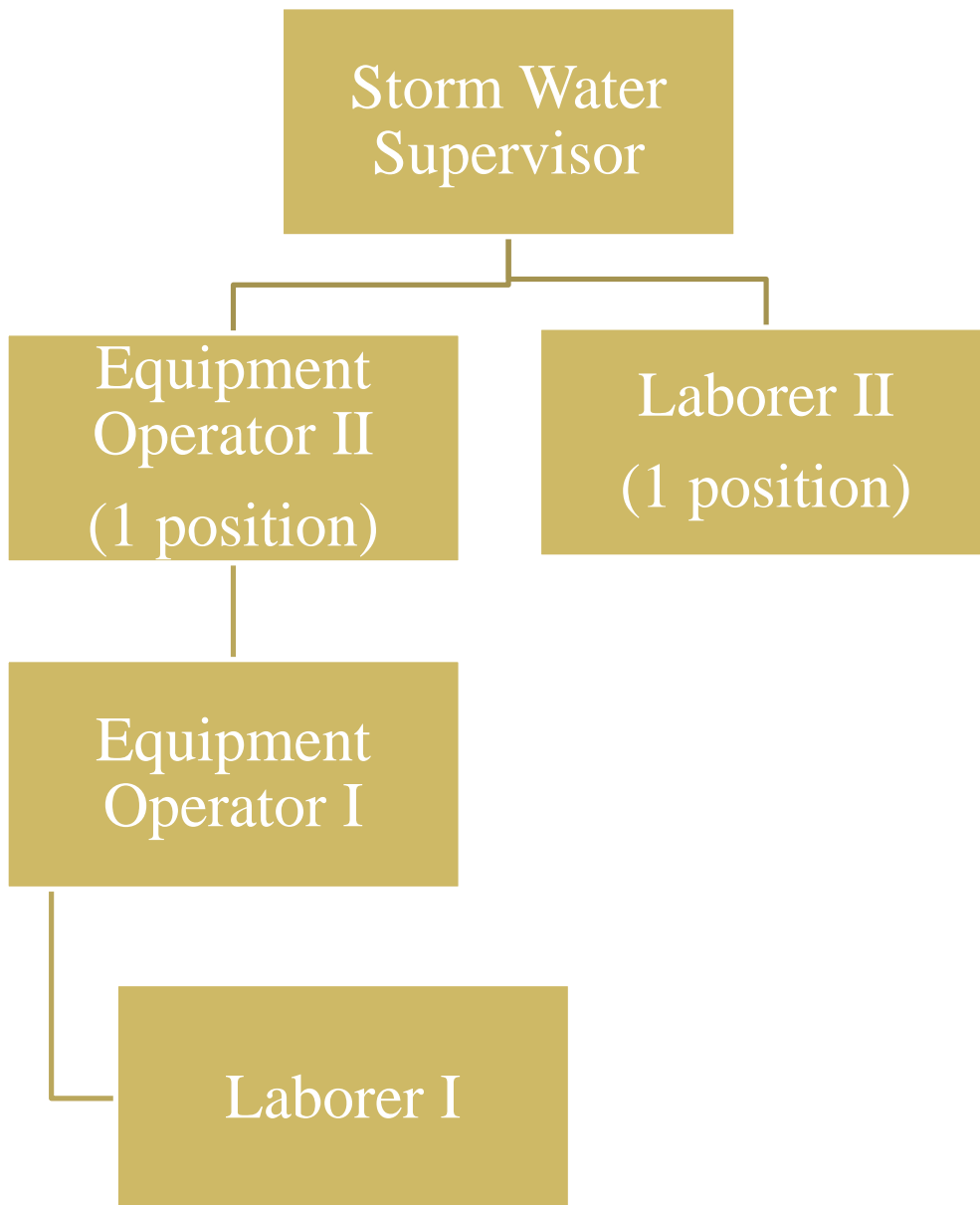
Convention Center participated in the grand openings of the Rental Car Lot, the Atlanta Skytrain, the Spring Hill Suites and the reopening of the Marriot Hotel.

- Successfully hosted a site visit with the Taiwan Economic And Cultural Development Authority

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Federal Aviation Administration</b>					
Revenues					
Leases & Other Rent	\$ 1,322,215	\$ 1,377,352	\$ 5,480,800	\$ 5,538,672	1%
Interest	1,143,485	783,247	985	600	100%
Operating Transfers In	423,967	128,687	377,895	452,634	20%
Budget Carryforward	-	-	1,193,000	-	-
<b>Federal Aviation Administration Revenue Total</b>	<b>2,889,667</b>	<b>2,289,286</b>	<b>7,052,680</b>	<b>5,991,906</b>	<b>-15%</b>
Expenditures					
Communications & Util.	553,708	608,622	589,054	590,816	0%
Repair & Maintenance	136,733	131,805	155,661	147,045	-6%
Building Maintenance	42,538	22,093	54,111	56,040	4%
Other Services & Charges	417,396	324,483	435,058	435,058	0%
Cost Of Sales	518,874	521,248	571,974	557,454	-3%
Operating Transfers Out	-	-	1,193,000	-	-100%
Depreciation	-	216,144	-	-	0%
Amortization of deferred issuance cost	-	285,207	-	-	0%
Capital Outlay	-	214,773	-	403,000	100%
Interest	-	367,550	-	-	-
Debt Service	1,241,396	-	4,053,822	3,802,493	-6%
<b>Federal Aviation Administration Expenditure Total</b>	<b>2,910,645</b>	<b>2,691,925</b>	<b>7,052,680</b>	<b>5,991,906</b>	<b>-15%</b>
<b>Federal Aviation Administration Net Revenues/(Expenditures)</b>	<b>\$ (20,978)</b>	<b>\$ (402,639)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Business Ind Develop Authority</b>					
Revenues					
Taxes	\$ 932,789	\$ 1,547,426	\$ 1,574,351	\$ 1,593,062	1%
Charges For Services	-	971,800	1,297,584	3,668,794	183%
Leases & Other Rent	818,427	818,427	818,427	818,427	0%
Intergovernmental	-	85,547	-	-	#DIV/0!
Other Income	3,213,941	861,342	2,000,000	4,100,000	105%
Interest	(2,143)	322	500	500	0.00%
Operating Transfers In	725,400	1,768,710	2,306,595	342,683	-85%
Budget Carryforward	-	-	(1,693,000)	-	-100%
<b>Business Ind Develop Authority Revenue Total</b>	<b>5,688,414</b>	<b>6,053,575</b>	<b>6,304,457</b>	<b>10,523,466</b>	<b>67%</b>
Expenditures					
Repair & Maintenance	833,993	201,944	201,944	201,944	0%
Training & Education	53,650	30,713	39,700	43,150	9%
Other Services & Charges	259,953	400,304	175,100	172,700	-1%
Materials & Supplies	(2,504)	2,622	100	100	0%
Cost of Sales	-	23,468	250,275	4,490,000	1694%
Operating Transfers Out	-	-	-	-	0%
Capital Outlay	527,312	858,915	-	-	0%
Debt Service	5,193,618	5,659,168	5,637,338	5,615,572	0%
<b>Business Ind Develop Authority Expenditure Total</b>	<b>6,866,021</b>	<b>7,177,134</b>	<b>6,304,457</b>	<b>10,523,466</b>	<b>67%</b>
<b>Business Ind Develop Authority Net Revenues/(Expenditures)</b>	<b>\$ (1,177,607)</b>	<b>\$ (1,123,560)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# Public Works Department Storm Water Fund



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>	<u>% Change 2013 to 2014</u>
<b>Storm Water Utility Fund</b>					
Charges for Services	\$ 842,957	\$ 900,391	\$ 855,000	\$ 855,000	0%
Intergovernmental	11,650	211	-	-	-100%
Interest	-	-	-	-	0%
Budget Carryforward	-	-	-	200,000	0%
<b>Storm Water Utility Fund Revenue Total</b>	<b>854,607</b>	<b>900,601</b>	<b>855,000</b>	<b>1,055,000</b>	<b>23%</b>
<b>Expenditures</b>					
Personnel Services	192,822	176,545	183,973	165,768	-10%
Employee Benefits	63,012	63,663	61,684	65,603	6%
Communications & Util.	1,693	1,693	1,000	1,000	0%
Rental	-	2,064	5,000	3,500	-30%
Repair & Maintenance	82,477	37,468	87,000	134,948	55%
Training & Education	1,684	1,311	2,900	2,500	-14%
Other Services & Charges	30,391	7,844	21,153	107,707	409%
Materials & Supplies	12,878	14,298	13,563	13,563	0%
Operating Transfer Out	-	-	122,127	228,411	100%
Accounting Charges	5,056	127,836	-	-	0%
Capital Outlay	163,972	71,475	224,600	200,000	-11%
Debt Service	170,426	154,845	132,000	132,000	0%
<b>Storm Water Utility Fund Expenditure Total</b>	<b>724,411</b>	<b>659,041</b>	<b>855,000</b>	<b>1,055,000</b>	<b>23%</b>
<b>Storm Water Utility Fund Net Revenues/(Expenditures)</b>	<b>\$ 130,196</b>	<b>\$ 241,560</b>	<b>\$ -</b>	<b>\$ -</b>	

**Storm Water Utility Personnel**

<b>Full Time Positions:</b>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Amended Budget</u>	<u>2014 Council Adopted</u>
Supervisor	1	1	1	1
Compliance Officer	1	1	1	-
Equipment Operator II	1	1	1	1
Equipment Operator I	1	1	1	1
Laborer II	1	1	1	1
Laborer I	1	1	1	-
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>4</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Department Of Public Works / Storm Water Utility Maintenance Division**

**Program Description:**

The Storm Water Utility Division provides a comprehensive maintenance program of scheduled and unscheduled, inspections, cleaning, repairing and replacing storm water structures such as catch basins, headwalls and drop inlets, corroded pipe segments, and herbicide spraying in right of ways and gutter lines to manage weed control. The program allows the city to stay in compliance with federal and state water quality regulations and city codes. Another essential activity performed in the storm water utility program is creek, channel, and detention pond inspection and maintenance.

**Trends:**

With the increase in the volume of rainfall in recent years a more aggressive inspection program has proven an affected best management practice. As a result we have exceeded this year's state mandated reporting requirements.

**Program Goals:**

- Comply with the National Pollutant Discharge Elimination System (NPDES) by maintaining the Phase 1 Municipal Storm Water (MS4) permit through drainage structure inspection and maintenance.
- Locate drainage ways (floodplain area) to convey required floodwaters through periodic inspection and cleaning.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>(Inspected)</b>	<b>Actual 12/13 (Maintained)</b>
<b>Storm Structures</b>		
Catch Basins	100%	100%
Ditches	100%	100%
Detention Ponds	6	6
Storm Drain Lines	1	1
Herbicide Spraying		738 gallons
Debris Removal		25,063 pounds
		<b>Estimated 13/14 (Maintained)</b>
<b>Storm Structures</b>		
Catch Basins	100%	100%
Ditches	100%	100%
Detention Ponds	6	6
Storm Drain Lines	1	1
Herbicide Spraying		738 gallons

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

Debris Removal

25,063 pounds

**Prior Years Highlights:**

1. Maintain our Phase I MS4 permit issued by Georgia EPD.
2. Cleaned and inspect 100% of catch basins and inlet grates city wide.
3. Installed (235) liner feet of storm sewer pipe.
4. Installed (4) new catch basin.
5. Repaired / Replaced (18) damaged catch basin.
6. Awarded \$29,254.12 funding for emergency maintenance and repairs from Federal Emergency Management Agency (FEMA) and Natural Resources Conservation Services (NSRC) US Department of Agriculture.
7. Completed 5 year Storm Water Management Plan.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**SCHEDULE 1  
Operating Indicators by Function  
Last Ten Calendar Years**

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>Function</b>										
<b>Police:</b>										
Physical arrests	2,971	2,571	2,971	3,368	3,572	3,264	3,559	2,850	4,645	4,694
Traffic violations	17,439	14,889	19,177	19,237	23,757	14,465	12,608	11,008	23,006	29,032
<b>Fire:</b>										
Number of fire calls answered	585	624	564	713	852	706	923	897	1,101	2,012
Number of rescue calls answered	3,360	3,243	3,794	3,553	3,570	2,903	3,062	4,016	3,959	2,012
Inspections	490	812	1,261	936	931	1,307	955	678	876	2,012
<b>Highways and streets</b>										
Streets resurfacing (miles)	1.2	2.9	1.1	0.9	0.9	2.4	1	0.05	1.46	0.89
<b>Sanitation</b>										
Refuse collected (tons/yr)	16,452	15,565	16,032	14,787	13,694	16,476	18,009	17,176	11,978	16,895
Recyclables collected (tons/yr)	3,770	4,033	4,154	8,564	7,958	6,953	7,264	6,928	6,110	1,438
<b>Water</b>										
New connections	11	82	8	112	63	52	13	8	7	5
Water main breaks	6	8	5	7	10	3	15	15	25	25
Daily average consumption in gal	3.5	3.5	3.6	3.3	3.3	1.5	3.0	3.5	3.0	3.0
<b>Sewer</b>										
Sanitary sewers (miles)	86.4	87.5	88.8	77	77	72.6	73	74	74	74
Number of service connections	2,516	2,588	2,635	2,533	2,533	2,500	2,800	2,750	2,800	3,143
<b>Electric</b>										
Miles of power lines	130	128	128	130	135	135	135	135	150	152
Number of substations	8	8	8	8	8	8	8	8	8	8
Number of service connections	8,793	8,606	8,507	8,617	8,300	8,130	8,060	8,000	7,699	7,639
Daily average consumption in M <sup>3</sup>	895.9	850.1	878.3	769.5	782.1	759.8	738	825	825	764
<b>Convention Center</b>										
Number of Meeting Rooms	36	36	36	35	35	35	35	35	35	36
Occupancy	33%	38%	40%	38%	30%	32%	31%	42%	37%	34%
Square footage	56,000	56,000	56,000	56,000	56,000	56,000	40,000	54,600	54,600	75,000

Source: Various College Park City Departments

Note: Indicators not available for recreation, inspection, building and grounds, parks, redevelopment, and FAA projects functions.



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**SCHEDULE 2**

**Capital Assets Statistics by Function  
Last Ten Calendar Years**

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Function										
Public Safety										
Police:										
Stations	1	1	1	1	1	1	1	1	1	1
Patrol units	38	38	47	47	42	47	46	65	65	48
Fire stations	1	1	1	1	2	2	2	2	2	2
Sanitation										
Collection Trucks	24	24	24	24	23	25	21	23	23	23
Highways and streets										
Streets (miles)	79	79	66	66	67	70	75	75	75	75
Streetlights	1,949	1,992	2,031	2,059	2,924	2,924	2,924	2,924	2,924	2,924
Traffic signals	30	29	29	29	33	32	37	37	37	37
Culture and recreation										
Parks acreage	279	279	279	375	279	279	279	229	229	229
Parks	6	6	6	6	7	7	7	5	5	5
Swimming pools	2	2	2	4	2	4	2	4	4	4
Tennis courts	10	10	10	10	10	10	10	10	10	10
Community centers	3	3	3	3	3	3	3	3	3	3
Water										
Water mains (miles)	79	79	82	83	74	77	94	94	94	94
Fire hydrants	782	788	794	803	750	950	900	950	950	1,000
Number of service connections	2,701	2,783	2,791	2,835	2,879	2,923	2,969	2,800	2,800	3,340
Daily average consumption in gallons	3.5	3.5	3.6	3.7	3.3	3.5	3.2	3.27	3.00	3.00
Sewer										
Sanitary sewers (miles)	86.4	87.5	88.8	89.7	77.0	79.0	72.6	72.6	74.0	74.0
Number of service connections	2,516	2,588	2,635	2,672	2,533	2,596	2,500	2,800	2,800	3,143
Electric										
Miles of power lines	128	130	128	128	130	130	135	135	150	152
Number of substations	8	8	8	8	8	8	8	8	8	8
Number of service connections	9,056	8,793	8,606	8,507	8,617	8,526	8,130	8,060	7,699	7,639
Daily average consumption in MWH	875.2	895.9	850.1	878.3	769.5	830.2	759.80	825	825	764
Convention Center										
Number of meeting rooms	35	36	36	36	35	35	35	24	24	36
Exhibit Hall square footage	112,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Occupancy	41%	32%	40%	39%	36%	34%	32%	31%	28%	25%

Source: Various College Park City Departments

Note: Indicators not available for inspection, building and grounds, parks, redevelopment, and FAA projects functions.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**SCHEDULE 3  
Demographic and Economic Statistics Information  
Last Ten Calendar Years**

<b>Fiscal Year</b>	<b>Population(1)</b>	<b>Personal</b>	<b>Per Capita</b>	<b>Median Age (1)</b>	<b>Education Level in % completed</b>	<b>School Enrollment (1)</b>	<b>Unemployment Rate (2)</b>
		<b>Income (amounts in thousands)</b>	<b>Personal Income (1)</b>		<b>High School (1)</b>		
2003	20,530	295,037	14,371	27.4	77.1	6,591	5.90%
2004	20,498	294,577	14,371	27.4	77.1	6,591	5.50%
2005	20,242	290,898	14,371	27.4	77.1	6,591	6.30%
2006	20,181	290,021	14,371	27.4	77.1	6,591	5.30%
2007	20,533	295,080	14,371	27.4	77.1	6,591	5.00%
2008	20,382	292,910	14,371	27.4	77.1	7,292	6.90%
2009	19,969	366,032	16,734	31.5	78.7	8,939	9.40%
2010	13,292	268,063	16,907	30.4	77.1	5,835	10.50%
2011	13,942	283,007	18,330	31.1	81.2	3,695	15.80%
2012	14,649	297,292	19,708	30.7	85.4	4,124	9.60%

(1) Source: U.S.Census (available every tenth year) Estimate

(2) Source: Georgia Department of Labor

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**SCHEDULE 4  
Principal Employers  
Last Ten Calendar Years**

<u>Employer</u>	<u>2012</u>			<u>2003</u>			
	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total City Employment</u>	<u>Employer</u>	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total City Employment</u>
Woodward Academy	860	1	19%	Sysco Corporation	740	1	27%
Chick-Fil- A inc.	853	2	19%	AirTran Airlines	319	2	12%
Atlantic Southeast Airlines Inc.	786	3	18%	Marriott Hotel	300	3	11%
Sysco Corporation	574	4	13%	Interstate Atlanta Airport LLC db.	300	4	11%
AirTran Airlines	318	5	7%	John Weiland Homes	200	5	6%
Atlanta Coca-Cola Enterprise	300	6	7%	Western Host dba Sheraton Gatev	300	6	11%
Westin Atlanta Airport	255	7	6%	Atlanta Southeast Airline	180	7	6%
Marriott Hotel	214	8	5%	Atlanta Coca-Cola Enterprise	160	8	5%
Buckhead Beef Company	144	9	3%	Sears Product Service	153	9	5%
Sheraton Gateway Atlanta Airport	140	10	3%	Holiday inn Airport North	152	10	5%
Total Workforce	<u>4,444</u>			Total Workforce	<u>2,804</u>		

Sources: College Park Business License Department

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**SCHEDULE 5  
Demographic and Economic Statistics Information  
Last Ten Calendar Years**

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Debt limit	\$66,321	\$69,303	\$74,477	\$86,322	\$100,456	\$105,213	\$120,845	\$129,298	\$158,381	\$151,031
Total net debt applicable to limit	-	-	-	-	-	-	-	-	-	-
Legal debt margin	\$66,321	\$69,303	\$74,477	\$86,322	\$100,456	\$105,213	\$120,845	\$129,298	\$158,381	\$151,031
Total net debt applicable to the limit as a percentage of debt limit	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

**Legal Debt Margin Calculation for Fiscal  
Year 2012**

Assessed value	\$1,150,039
Add back: exempt real property	360,272
Total assessed value	<u>1,510,311</u>
Debt limit (10% of total assessed value)	151,031
Debt applicable to limit	
General obligation bonds	-
Legal debt margin	<u><u>\$151,031</u></u>

Note: The Constitution of the State of Georgia provides that the City may not incur long-term obligations payable out of general property taxes in excess of ten (10) percent of the

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

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# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

### Financial Planning Policies

#### **Balanced Budget**

The City of College Park will finance all current on-going expenditures with current recurring revenues. One-time revenue can be used to increase the undesignated fund balance or be used for one-time expenses without impacting service levels. The City of College Park makes every effort to avoid budgetary procedures that balance current expenditures through the obligation of future resources. Any year-end surplus should be directed to the undesignated fund balance and not be used to finance recurring expenses in the following fiscal year. All unencumbered operating budget appropriations lapse at year-end. Encumbered balances are carried over to the following fiscal period and paid from the reserve for encumbrances account. Should it be determined that actual revenues may be less than the adopted budget, the elected body will be notified immediately, procedures put in place to reduce expenditures and a plan implemented to cover the potential loss in revenues. The elected body will also be notified if a deviation from a balanced operating budget is planned.

All Operating Funds are adopted during the annual budget process. Total anticipated revenues and other funding sources available must equal total estimated expenditures for each fund. The legal level of budgetary control is the department level, with the Council being the only body authorized to make amendments to the budget. Revisions that alter the total expenditures of any department or fund must be approved by the Mayor and City Council. Budgets for the governmental funds are adopted on a basis consistent with accounting principles generally accepted in the United States of America. Annual appropriated budgets are legally adopted for the General Fund, each Special Revenue Fund and each Enterprise Fund. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of the related cash flows.

#### **Budget Policies**

Expenditures may not exceed the total budget for any department within a fund. Department heads and management personnel are directed to operate within budget limitations. Transfers between departments or funds or an increase in departmental appropriations or authorized positions shall require the approval of the elected body.

Enterprise Fund budgets will be self-supporting. Rates charged within such Enterprise budgets will be examined annually to determine their self-sufficiency. Every effort will be made to plan for long term price adjustments by suppliers of goods and services to the Enterprise funds.

The City of College Park will maintain a budgetary control system and will prepare on a monthly basis a summary report comparing actual revenues, expenditures and encumbrances with budgeted amounts.

The City of College Park will comply with all state laws applicable to budget hearings, public notices, public inspections, and budget adoption.

### Long-Range Planning

# **CITY OF COLLEGE PARK, GEORGIA**

## **FISCAL YEAR 2014 BUDGET**

### **Capital Improvements**

The operating budget will provide for adequate maintenance of capital equipment and facilities. Capital improvements should be financed from current revenues, but may be financed by debt instruments that provide for a payback period that does not exceed the life of the improvement. Once the City has borrowed for such improvements, debt service becomes a current expense to be covered by recurring revenue.

A five year Capital Improvement Plan for Capital Outlay expenditures greater than \$5,000 will be submitted by each department during the budget process. A five year Capital Improvement Program that determines the cash needs for Capital Projects will be submitted to the Planning Commission and the elected body for approval to determine cash future cash needs. Once the five year Capital Improvement Program is adopted by the elected body, every effort will be made to budget for capital expenditures within the outlined program. Modifications to the Capital Improvement Program will be submitted to the elected body on an annual basis.

The City will seek public and private grants, and other sources of revenue to fund projects included in the Capital Improvement Program.

### **Cash Management Policy**

Funds for day to day operations, payroll, accounts payable and other immediate cash needs are maintained in Depository accounts. Holding accounts are maintained for investments not needed on an immediate basis. Maturity scheduling is timed according to anticipated needs. Maturity limitations depend on whether the funds being invested are considered short or long term funds.

### **Cash and Cash Equivalents**

Cash equivalents are short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates. The City of College Park considers all highly liquid investments (including restricted assets) with a maturity of three months or less when purchased to be cash equivalents.

### **Deposits and Investments**

State statutes authorize the City to invest in obligations of the U.S. Government and agencies of corporations of the U.S. Government; obligations of any state; obligations of any political subdivision of any state; certificates of deposit or time deposits of any national state bank or savings and loan which have deposits insured by the FDIC or FSLIC; prime bankers acceptances; repurchase agreements; and the Local Government Investment Pool of the State of Georgia ("Georgia Fund 1").

Investments are reported at fair value. Short-term investments are reported at cost, which approximates fair value. Securities traded on a national or international exchange are valued at the last reported sales price at current exchange rates. Investments that do not have an established market are reported at estimated fair values.

### **Short-Term Interfund Receivables/Payables**

## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

Activity between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as either “due to/from other funds” (i.e., the current portion of interfund loans) or “advances to/from other funds” (i.e., the non-current portion of interfund loans). All other outstanding balances between funds are reported as “due to/from other funds”. Any residual balances outstanding between the governmental activities and business-type activities are reported in the government-wide financial statements as “internal balances.”

Advances between funds, as reported in the fund financial statements, are offset by a fund balance reserve account in applicable governmental funds to indicate that they are not available for appropriation and are not expendable available financial resources.

More information on City Financial Policies is in Investment and Portfolio Policies Section II.

### **Asset Inventory**

On an annual basis all major capital assets are inventoried and the condition of the asset is assessed. Inventory is valued at cost, using the first-in, first-out method. The cost of governmental fund type inventory is recorded as an expenditure when consumed rather than when purchased. Prepaid items are accounted for using the consumption method. A prepaid item is recognized when cash expenditure is made for goods or services that were purchased for consumption, but not consumed as of June 30.

Capital Asset schedules are prepared for the Comprehensive Annual Financial Report with the disposition of acquired or disposed of assets noted along with depreciation schedules for major capital items. The City of College Park undertakes and maintains an on-going viable Capital Outlay Program yearly because these costs in total are usually the heaviest in any budget document and the ongoing financial commitment is required to maximize the public’s benefit. Proper scheduling of Capital Outlay, as well as levelized appropriation (i.e., an equal dollar allocation each fiscal year), prevents excessive costs in any one budget year. Capital Outlay appropriations help to maintain the current level of service, updates equipment/service standards and needs, and increases productivity in the work assignment areas.

### **Revenue Policies**

#### **Revenue Diversification**

The City of College Park has a wide variety of revenue streams that fund City General and other operations. The General Fund is the City’s primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. Property taxes currently comprise approximately one third of General fund revenues. Other Taxes, Grants and contributions make up about half of General Fund Revenues. Charges for services are roughly fifteen per cent of General Fund Revenues and Interest Income accounts for another one to two percent of General Fund Revenues. Other City tax revenues include Car Rental, Hotel-Motel, Sales, Franchise, Insurance Premiums, Alcohol, Mixed Drink, and Real Estate Transfer. The diversity of revenue streams enables the City of College Park to not be



## **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

overly financially dependent on any one source of revenue. If a downturn is experienced in one area, contingency plans will be implemented to reduce revenues and increase transfers from permissible funding sources until funding levels have stabilized.

The City of College Park has two major governmental funds other than the General: Hospitality and the Car Rental Fund. The Hospitality Fund is a special revenue fund that receives income from the levy of a special district tax as well as a percentage of gross rentals of all hotels operating within the City. Funds are used to pay the debt service on the convention center owned and operated by the City, as well as a portion being dedicated to general governmental administration and services.

The Car Rental Fund is a special revenue fund that is used to record the revenue and expenditure of taxes collected from the excise tax levied on rental cars in the City. The proceeds of this tax are restricted for construction of convention centers, public safety and recreation facilities.

The City of College Park has five major enterprise funds: the Electric, Water and Sewer, Convention Center, FAA Project, and the Redevelopment Authority Fund. The Water and Sewer Fund is established for the furnishing of environmentally sound water and sewer services to the City residents and businesses. The Convention Center Fund is for the operations of the Georgia International Convention Center (GICC). The FAA Project Fund accounts for the lease of office buildings to the General Services Administration of the federal government and used for the FAA regional headquarters. This fund also accounts for the operating activities of these buildings as well. The Redevelopment Authority Fund accounts for the administrative activities of the College Park Business and Industrial Development Authority as well as property acquisitions and sales for the purpose of redeveloping land within the City.

Two non-major governmental funds exist for the City of College Park: special revenue and capital projects funds. The special revenue funds account for revenue sources that are legally restricted to expenditure for specific purposes. The capital projects funds account for the acquisition and construction of major capital facilities other than those financed by proprietary funds.

When both restricted and unrestricted resources are available for use, it is the City's policy to use restricted resources first, then unrestricted resources as they are needed.

### **Fees and Charges**

Inspection, Recreation, Police Fees and Charges are implemented to help offset the burden to the General Fund for services provided. Building Inspection Fees and Permits have been gradually increased in recent years in order to bring the City more up-to-date with neighboring jurisdictions fees and permit charges. Recreation fees are collected to help offset staff and operating expenses. Other fees are charged as permissible by state statute to cover copy and employee expenses. Enterprise Fund Fees and Charges are designed such that each fund is to be wholly self-sufficient and require no transfers from the General fund for normal operations. The principal operating revenues of the enterprise funds are charges to customers for sales and services provided. The City also recognizes as revenues the portion of tap fees intended to recover the cost of connecting new customers to the system.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Use of One-time and Unpredictable Revenues**

Revenues that are unique to a particular year and considered one-time are not used for ongoing expenditures. Rather, the income is restored to the General and other Enterprise Fund balances to cover any potential future revenue shortfalls. Only major revenue sources that are steady in nature and non-fluctuating are used for budgetary purposes.

**Expenditure Policies**

**Debt Capacity, Issuance, and Management**

There are currently no debt service payments in the General Fund Budget because there are no General Obligation Bonds currently outstanding. There is no statutory or charter debt limitation on the amount of General Obligation Bonds which could, upon voter approval, be issued in the future. All of the long-term obligations of the City are in the form of Intergovernmental Contract backed Revenue Bonds issued by BIDA. In general, Revenue Bonds are repaid from the revenues paid by users of the service for which the bonds were issued to finance (such as water and sewer revenue bonds), as opposed to General Obligation Bonds, which are tax supported. The outstanding BIDA Revenue Bonds are backed by Intergovernmental Contracts between BIDA and the City pursuant to which the full, faith, and credit of the City and its property taxing authority are pledged to make the contract payments in amounts sufficient to pay the principal and interest of such bonds. The City has historically utilized various excise taxes and sources other than property taxed to make such contract payments.

Bond issues should, generally, be scheduled to level annual debt service requirements so that cash flow requirements are generally level and borrowing costs are minimized. The City will constantly seek to maintain and improve its municipal bond ratings issued by the appropriate nationally recognized rating agencies in New York City. With each bond offering and annually as required, the City will disclose its financial position and fiscal management policies to such rating agencies and the applicable municipal bond insurance companies.

A summary of the City’s bond ratings for outstanding long-term obligations is as follows:

	<u>BOND RATING</u>	
	Standard	
	&Poor’s	Moody’s
FAA Series 1993	AAA*	Aaa*
FAA Series 1999	AAA*	Aaa*
Public Safety Series 2004	AAA*	Aaa*
GICC Series 2000 (unrefunded portion)	AAA*	Aaa*
GICC Series 2001	AAA*	Aaa*
GICC Series 2005 (refunded 2000:2011-2026 maturities)	AAA*	Aaa*
GICC Series 2006 (Hotel Project)	AAA*	Aaa*

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

\*Insured, reflecting the triple rating. Ratings prior to insurance for all GICC issues and Public Safety Series 2004 were S&P A+, Moody's A2. GICC Series 2005 included a negative outlook that was removed with the GICC Series 2006 issuance.

**Fund Balance Policy**

On June 22, 2011 the Mayor and City Council adopted a Fund Balance Policy in accordance with GASB Statement 54.

**CITY OF COLLEGE PARK, GEORGIA**  
**FISCAL YEAR 2014 BUDGET**  
**GASB Statement No. 54 Fund Balance Policy**

**Purpose**

The Mayor and Council recognize that the maintenance of a fund balance is essential to the preservation of the financial integrity of the City of College Park (the City) and is fiscally advantageous for both the City and the taxpayer. This policy establishes guidance concerning the desired level of fiscal year end fund balance to be maintained by the City and the management of fund balance levels and is applicable only to the General Fund of the City.

Fund balance is a measurement of available financial resources defined as the difference between total assets and total liabilities in each fund.

The Governmental Accounting Standards (GASB) Statement 54 distinguishes fund balance classified based on the relative strength of the constraints that control the purposes for which specific amounts can be spent. Beginning with the most binding constraints, fund balance amounts will be reported in the following classifications:

1. Non spendable Fund Balance – Fund balance reported as “non spendable” represents fund balance associated with inventory, prepaid items, long-term amounts of loans and notes receivable, property held for resale (however, if the use of the proceeds from the collection of receivables or sale of the property is restricted, committed, or assigned, then the receivables or property should be reported in those categories), and corpus of a permanent fund (legally/contractually required to be maintained).
2. Restricted Fund Balance – Fund balance reported as “restricted” represents amounts that can be spent only on the specific purposes stipulated by law or by the external providers of those resources (such as bond resolutions and covenants and SPLOST referendums, E911, and Hotel/Motel Tax Fund).
3. Committed Fund Balance – Fund balance reported as “committed” includes amounts that can be used only for the specific purposes determined by a formal action of the Mayor and Council. The Mayor and Council as the highest level of decision making authority will have the sole authority to commit fund balance. Constraints can be removed or changed only by the Mayor and Council. Actions to constrain resources should occur prior to the end of the City of College Parks fiscal year, though the exact amount may be determined subsequently.
4. Assigned Fund Balance – Fund balance reported as “assigned” represents amounts intended to be used for specific purposes, but not meeting the criteria to be reported as committed or restricted fund balance. The intent is expressed either by the Mayor and

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

Council or a high level body (budget or finance committee) or individual authorized by the Mayor and Council (i.e., City Manager or Finance Director). Assigned fund balance also includes residual fund balance amounts in the special revenue funds, capital projects funds, and debt service funds. If these funds should have a deficit fund balance, those deficits are required to be reported as unassigned fund balance. The Mayor and Council will have the authority under this policy to assign funds for a particular purpose.

5. Unassigned Fund Balance – Fund balance reported as “unassigned” represents the residual classification of fund balance and includes all spendable amounts not contained within the other classifications. The Mayor and Council will strive to maintain an unassigned fund balance in the General Fund of between 30%-60% based upon annual budgeted expenditures. The balance may be drawn down in the event of an unexpected decrease in the property tax digest or a reduction to state funding.

Unassigned fund balance is reported only in the General Fund except in cases of negative fund balances in other governmental funds. If expenditures incurred exceed the amounts that have been restricted, committed, and assigned to a specific purpose and results in a negative residual amount for that specific purpose, amounts assigned to other purposes in that governmental fund are reduced to eliminate the deficit.

6. When an expenditure is incurred that would qualify as an expenditure of either Restricted or Unrestricted fund balance those expenditures will first be applied to the Restricted Fund Balance category. When expenditures are incurred that would qualify as a use of any of the Unrestricted Fund Balance categories (Committed, Assigned, Unassigned), those expenditures will be applied in the order of committed first, then assigned, and then unassigned.

# **CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET**

## **Budget Meeting Information**

Pursuant to Georgia Code, Section 36-81-5(e), the local government shall publish in a newspaper of general circulation in the local unit a statement advising the residents of the availability of the budget and also give notice of the time and place of the budget meeting (public hearing). The notice may be a displayed advertisement or news article, not displayed in the legal notices section of the paper, and shall be published at least one (1) week before the budget hearing. Said notice and statement appeared in the South Fulton Neighbor on May 8, 2013 properly advising the residents that the College Park Fiscal Year 2012-2013 Budget Public Hearing would be held on May 20, 2013 at 7:30 p.m. and June 3, 2013 at 7:30 p.m.

Further, in accordance with Section 36-81-5(f) at least one week prior to the adoption of the budget the governing authority (Mayor and City Council) shall conduct a public hearing at which time any persons wishing to be heard on the budget may appear. Again, said public hearing was held Monday, May 20, 2013 and another public hearing for final was held Monday, June 3, 2013 at 7:30 p.m. Per Section 36-81-6, on a date after the conclusion of the hearing the governing authority shall adopt a budget at a public meeting making appropriations for the fiscal year. This public meeting was held June 3, 2013. Georgia law requires each municipality to operate under an annual balanced budget; and, a municipality may amend its budget during the fiscal year to adapt to changing governmental needs.

Budget workshop sessions were held on April 3, 4, 8, 17, 23 and May 1 to review each departmental budget; specifically personnel, capital outlay, and any significant proposed expenditure on a departmental expense or contractual service. Mayor and Council adopted the Fiscal Year 2013-2014 Operating Budget at the June 3, 2013 Mayor and Council Meeting. The Five Year Capital Improvement Plan was adopted by the Mayor and Council at the June 17, 2013 Mayor and Council Meeting.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2014 BUDGET**

**Budget Calendar**

**July 1, 2013**

Fiscal Year 2013-2014 begins.

**May 20, 2013 and June 3, 2013**

Public hearings on FY 2013-2014 propose budget.

**January 10, 2014**

Distribution of the FY 2014 budget development guide.

**June 3, 2013**

Mayor and Council adoption of the FY 2013-2014 budget.

**January 22, 2014**

Director of Finance and Accounting mid-year review and presentation to Mayor and Council for FY 2012-2013.

**June 17, 2013**

City Manager's presentation of the Five Year Capital Improvement Plan.

**February 4, 2014**

Departments forward completed budget forms to the Finance and Accounting

**June 17, 2013**

City Manager's presentation of the Five Year Capital Improvement Plan.

**February 11, 2013 – March 11, 2013**

City Manager and Director of Finance and Accounting meet with Department Heads on budget request for FY 2013-2014.

**June 17, 2013**

Mayor and Council adoption of the Five Year Capital Improvement Plan.

**April 3, 2013 – May 1, 2013**

City Manager and Department Heads conduct budget work sessions with the Mayor and Council on preliminary FY 2013-2014 budget. City obtains feedback on budget from the general public and employees.

**July 1, 2014**

Distribution of the FY 2013-2014 adopted budget.

**May 20, 2013**

City Manager's presentation of the FY 2013-2014 proposed budget.

**July 1, 2014**

FY 2013-2014 begins.

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

### Defining Terms

### Glossary

#### A

**Accrual Basis:** The basis of an accounting under which transactions are recognized when they occur, regardless of when related cash is actually received or spent.

**Adopted Budget:** Appropriation of funds approved by the governing body at the beginning of each fiscal year.

**Ad Valorem Tax:** Tax levied on the assessed value of real and personal property.

**Amended Budget:** The original adopted budget plus any amendments passed as of a certain date.

**Appraised Value:** The anticipated fair market value of property.

**Appropriation:** A legislative act authorizing the expenditure of a designated amount of public funds for a specific purpose.

**Assessed Value:** The value placed on property as a basis for levying taxes. Fulton County assesses real and personal property at forty percent (40%) of the appraised fair market value in accordance with Georgia Law.

#### B

**BIDA:** Business Industry Development Authority created to attract development, industry and employment opportunities.

**Bond:** A Certificate of debt issued by a government to finance a capital expenditure or other liability, in which payment of the original investment plus interest is guaranteed by a specified future date.

**Bond Rating:** A system of appraising and rating the investment value of individual bond issues.

**Budget:** A financial plan of operation for a given period consisting of an estimate of proposed expenditures and revenues.

**Budget Amendment:** The increase, decrease, or transfer of appropriations requiring the approval of the governing body.

**Budget Calendar:** The schedule of key dates which the city follows in the preparation, adoption, and administration of the budget.

**Budget Message:** A general discussion of the proposed budget, presented in writing as part of the budget document. The message explains current budget issues compared to recent financial history and presents recommendations made by the governing body and City Manager.



# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

### Defining Terms

#### Glossary

**Budget Resolution or Ordinance:** The official enactment by the Board of Commissioners authorizing the appropriation of revenues for specified purposes, functions, or activities during the fiscal year.

#### C

**CAFR:** Comprehensive Annual Financial Report- a report compiled annually which provides detailed information on an organization's financial status.

**Capital Assets:** See Fixed Assets.

**Capital Budget:** A financial plan of proposed capital expenditures and the means of financing them.

**Capital Expenditures:** Expenses or expenditures for non-consumable items or projects that have a useful life of one year or more and a unit cost of \$5,000 or more.

**Capital Improvement Program (CIP):** A multi-year plan used to identify new and/or additional capital items or projects. The CIP threshold is \$5,000 or more per unit cost.

**Capital Outlay:** Expenditures for the acquisition of capital assets.

**Capital Projects Fund:** Accounts for the acquisition and construction of major capital facilities other than those financed by proprietary funds.

**Car Rental Fund:** A special revenue fund used to record the revenue and expenditure of taxes collected from the excise tax levied on rental cars in College Park, Georgia.

**Cash Reserves:** An account used to indicate that a portion of fund equity is legally restricted for a specific purpose or not available for appropriation or subsequent spending.

**CDBG:** Community Development Block Grant

**Communications (E911) Fund:** This fund contains the Police Dispatchers as well as E911 Operators and the costs of providing those services to the community.

**Comprehensive Plan:** A long-term plan to control and direct the use and development of property in the city. It is also used to make strategic decisions regarding water and sewage lines, infrastructure, and roads.

**Confiscated Drug Funds:** This fund records the proceeds from confiscated drug funds and expenditures of those funds on Police-related operations, supplies and/or capital items.

**CONRAC:** Consolidated Car Rental Facility.

# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2014 BUDGET

**Contingency:** Funds set aside to be used on an as needed basis for either a specific purpose or unexpected emergencies.

**Convention Center Fund:** Accounts for the operations of the Georgia International Convention Center.

## Defining Terms

### Glossary

#### D

**Debt Limit:** The maximum amount of debt that can be legally incurred.

**Debt Service:** Costs associated with the interest, principal, or other expense payments related to bond issues or capital leases.

**Disbursement:** Funds paid out for goods or services received which results in a decrease in net financial resources; also referred to as an expenditure or expense.

#### E

**Encumbrance:** Funds that have been committed for disbursement for a specific purpose.

**Enterprise Funds:** Proprietary Funds used to account for operations that are financed/operated in a manner similar to private business enterprises where the intent of the governing body is to finance/recover the costs of providing certain goods or services to the general public primarily through user charges.

**Expenditures:** Decreases in net financial resources. Expenditures include current operating expenses requiring use of the net current assets, debt service, or capital outlays.

**Expenses:** Outflows or obligations of assets from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations.

#### F

**FAA:** Federal Aviation Administration-an agency charged with regulating air commerce to foster aviation safety, promoting civil aviation and a national system of airports, achieving uses of navigable airspace, and developing and operating a common system of air traffic control and air navigation for both civilian and military aircrafts.

**Fines & Forfeitures:** Revenue received from bond forfeitures and authorized fines such as library and parking violation fines.

**Fiscal Year:** The twelve month period for which an organization plans the use of its funds. College Park's fiscal year begins July 1<sup>st</sup> and ends June 30<sup>th</sup>.

**Fixed Asset:** Capital items of a long-term character which are intended to be held or used, such as land, buildings, improvements, machinery and equipment.

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

**Flight Equipment Tax:** A tax based upon the value of the airplanes and related equipment parked on the airport concourses with College Park's jurisdiction as of January 1<sup>st</sup>.

**Franchise Tax:** A tax based upon a legal agreement between College Park and another entity (often a private company) to provide a service or product in the community.

### Defining Terms

#### Glossary

**Fund:** A fiscal and accounting entity with self-balancing set of accounts recording all financial resources and liabilities which are segregated for a specific purpose, activity or objective.

**Fund Balance:** The difference between total revenues and total expenditures since the fund was created. Fund balance can be designated (reserved for a specific purpose) and/or undesignated (available to be used with proper authorization).

### G

**GAAP:** Generally Accepted Accounting Principles-guidelines to financial accounting and reporting which set uniform minimum standards for accepted accounting practices.

**GASB:** Governmental Accounting Standard's Board.

**General Fund:** A fund used to account for financial resources and liabilities except those which are required to be accounted for in another fund.

**General Property Tax:** A category of county revenue from taxes levied on property located in or owned by the residents and business of Fulton County. This includes taxes on real and personal property, motor vehicles, mobile homes, intangibles, timber sales, and railroad equipment.

**GICC:** Georgia International Convention Center.

**GICC Special District Fund:** This fund is set up to pay the bond interest and principal expenses for the Gateway Development and the Global Gateway Connector infrastructure through a transfer to the GICC Fund.

**Goal:** A statement that describes the purpose toward which an endeavor is directed, such as a target or target area.

**Governmental Fund:** A fund category used to account for a government's governmental-type activities. This category includes four fund types: general fund, special revenue fund, debt service fund, and capital projects fund.

**Grant:** A contribution of assets from one organization to another to support a particular function or purpose.

### H

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

**Homestead Exemption:** A tax relief whereby state law permits local governments to exempt a fixed dollar amount of the appraised value of the qualifying residential.

**Hospitality Fund:** This fund is setup to collect Hotel/Motel and Special District Taxes.

### Defining Terms

### Glossary

#### I

**Infrastructure:** The basic facilities, equipment, and installations needed for the functioning of a system or organization (e.g., roads, bridges, water/sewer lines, public buildings).

**Interest Income:** Revenue generated from city investments.

#### J

#### L

**Licenses & Permits:** Fees collected for the issuance of licenses and permits such as business licenses and sign permits.

#### M

**MEAG:** Municipal Electrical Authority of Georgia

**Millage Rate:** The property tax rate which is set by the governing body.

**Miscellaneous Revenue:** All revenue received, not otherwise classified into another line item, such as interest, concessions, and rental of property/equipment.

**Modified Accrual Basis:** The basis of accounting under which transactions are recognized when they become both measurable and available.

#### N

#### O

**Objective:** A defined method to accomplish an established goal.

**Occupation Tax:** Taxes levied on occupations, businesses, trades, and professions.

**Operating Budget:** Plans of current expenditures and the proposed means to finance them. The operating budget contains appropriations for such expenditures as salaries, fringe benefits, supplies, training, utilities, fuel, various services, repair and maintenance, rentals and leases, and capital outlay.

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

**Operating Expenses:** Costs associated with the non-capitalized materials and services required in the daily operation of service delivery such as office supplies, maintenance supplies, professional services, and rental fees.

**Penalties & Interest:** Fees collected for violations or delinquent payments.

**Personal Services:** Costs associated with wages, salaries, retirement and other fringe benefits for City of College Park employees.

### Defining Terms

#### Glossary

#### P

**Power Fund:** The City owns and operates an electrical distribution system serving its corporate limits.

**Proprietary Fund:** A fund category used to account for the business type activities within a government. This category includes two fund types: enterprise fund and internal service fund.

#### R

**Real Property:** Immobile property such as land, natural resources (above and below the ground) and fixed improvements to land.

**Reserves:** Monies set aside and restricted for a specific purpose. Any unspent reserves revert back to the appropriate Fund Balance at year end.

**Revenue:** Income which represents an increase in governmental fund type net current assets.

**Revenue Bond:** A certificate of debt issued by a government in which the payment of the original investment plus interest is guaranteed by specific revenues generated by the project financed.

#### S

**Sanitation Fund:** Established for providing solid waste collection services for the citizens of College Park.

**SSES:** Sanitary Sewer Evaluation System.

**SOP:** Standard Operating Procedures.

**Special District Tax:** Tax collections from hotels operating in the legally defined Special District.

**Special Revenue:** A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for a specific purpose.

**SPLOST:** Special Purpose Local Option Sales Tax-a sales tax imposed in the county for a predetermined period to be used for a specific purpose.

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2014 BUDGET

**State Drug Fund:** This fund reports the Grant Income from the Department of Justice Grant for Tri-City Narcotics and the expenditure of those funds.

**Storm Water Utility Fund:** This program allows the City to collect a monthly fee from residential and commercial utility customers for the amount impervious surface that allows storm water run-off from their property to convey into the City's storm sewer system.

### Defining Terms

### Glossary

#### T

**Tax Digest:** A listing of all property owners within the city, their property's assessed value, and amount of taxes due.

**Tax Rate Limit:** The maximum legal rate at which a locality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

#### U

#### V

#### W

#### Y

#### Z